



# The Regional Municipality of York Police Services Board

To Make a Difference in Our Community

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## AGENDA PUBLIC SESSION

Friday, May 27, 2016, 8:30 a.m.

COMMITTEE ROOM "A"

YORK REGION ADMINISTRATIVE CENTRE

17250 YONGE STREET

NEWMARKET, ONTARIO

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5.6 Ms Kathy Mitchell, President and Jim Lang, Co-Chairman, Madd York Region, May 12, 2016, regarding sponsorship of the 3rd Annual Golf Fore Madd Golf Tournament taking place August 25, 2016 in King, ON. 33

## 6. REPORTS OF THE CHIEF OF POLICE

6.1 Lease 37

### RECOMMENDATION

1. That the Board authorize a proposed lease agreement between the Board and The Corporation of the Township of King for office space located at 2585 King Road, King City, Ontario consisting of approximately 3,000 square feet for a period of 20 years at an annual cost of \$39,780 per year to commence on or about December 1, 2017; and
2. That the Chief be authorized to execute the lease agreement with The Corporation of the Township of King, subject to approval of the Region's Legal Services as to form and content; and
3. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

6.2 Lease Renewal 41

### RECOMMENDATION

1. That the Board extend the lease between the Board and Newmarket Property Corporation located at the Yonge/Mulock Centre, 16775 Yonge Street, Newmarket, Units 6 and 7 consisting of 5,245 square feet for a period of two years expiring on September 30, 2018 at an annual cost of \$131,912 plus HST inclusive of utilities; and
2. That the Chief be authorized to execute the lease renewal agreement with Newmarket Property Corporation, subject to approval of the Region's Legal Services as to form and content; and
3. That the Chief be authorized to exercise the option to renew the

lease for an additional two year period; and

4. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

**6.3 Execution of Documents Bylaw and Purchasing Bylaw 43**

RECOMMENDATION

1. That the Board receive this report pursuant to the Execution of Documents By-Law No. 08-15 and Purchasing By-Law 06-14 quarterly reporting requirements.

**6.4 Annual Report on Freedom of Information Access Requests 51**

RECOMMENDATION

1. That the Board receive this report in accordance with its By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

**6.5 Forfeited Offence-Related Property/ Proceeds of Crime- Civil Remedies for Illicit Activities (CRIA) 53**

RECOMMENDATION

1. That the Board receive this report for its information.

**6.6 2017-2019 Business Plan: 2016 Environmental Scan Highlights Report 59**

RECOMMENDATION

1. That the Board receives this report for its information.

RECOMMENDATION

1. That the Board adopt the full report of the Chief of Police.

**7. ADDENDUM ITEMS**

**7.1 Inspector Jim MacSween, York Regional Police, May 24, 2016, regarding sponsorship for the 2016 Canadian Association of Police Educators Conference taking place May 31 to June 3, 2016 in Richmond Hill, ON. 103**

**7.2 Mr. Denis Kelly, Regional Clerk, York Region, May 26, 2016, regarding the York Region Transit (YRT/VIVA) 2015 Enforcement and Security Annual Report. 105**

**8. OTHER BUSINESS**

**9. CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION**

RECOMMENDATION

Motion to resolve into Private Session.

That the York Regional Police Services Board adjourn the public portion of its meeting to move to private to discuss confidential items pertaining to legal and personnel matters in accordance with Section 35(4)(b) of the *Police Services Act*.

**10. CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION**

Motion to reconvene into Public Session.

**11. CONSIDERATION OF PRIVATE ITEMS**

a. Human Resources Report (Recommendations 1 & 2)

b. Appointment of York Region Transit Special Constables (Recommendation 1)

**12. CONFIRMATORY BYLAW**

127

**13. ADJOURNMENT**

## MINUTES OF THE PUBLIC MEETING

of

### THE REGIONAL MUNICIPALITY OF YORK POLICE SERVICES BOARD

April 27, 2016

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The Board commenced its meeting of April 27, 2016 in Committee Room A, York Region Administrative Centre, 17250 Yonge Street, Newmarket, Ontario on the above-noted date at 9:00 a.m. in public session.

**Board Members Present:**

- F. Scarpitti, Chair, Mayor of the City of Markham
- V. Hackson, Vice Chair, Mayor of the Town of East Gwillimbury (Acting Chair until 9:15 a.m.)
- W. Emmerson, Chairman & C.E.O., York Region
- J. Molyneaux, Member
- B. Jiang, Member
- B. Rogers, Member
- K. Usman, Member

M. Avellino, Executive Director  
J. Kogan, Administrative Assistant

**YRP Present:**

- E. Jolliffe, Chief of Police
- T. Carrique, Deputy Chief of Police
- A. Crawford, Deputy Chief of Police
- T. Cusimano, Executive Officer to the Chief of Police
- J. Channell, Manager, Financial Services
- K. MacDonald, Associate Counsel, Legal Services
- K. Griffin, Manager, Corporate Communications

**YR Legal & Court Services:** J. Hulton, Regional Solicitor

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#### 158 **INTRODUCTION OF ADDENDUM ITEMS AND OTHER BUSINESS**

*It was moved by Mr. Rogers, seconded by Mr. Molyneaux that the following items be added to the agenda of the public session of this meeting:*

##### **Addendum Items**

- (a) Letter from Ms Jeanette Eberhard, Chair, London Police Services Board, April 22, 2016, regarding *Police Services Act* and Strategy for a Safer Ontario - Ministry request for feedback. (Addendum Item No. 8.1)
- (b) Communication from Crime Stoppers, April 25, 2016, regarding sponsorship for the 25th Annual Wayne Snooks Golf Classic taking place June 14, 2016 in King, ON. (Addendum Item No 8.2)
- (c) Letter from Mr. Denis Kelly, Regional Clerk, York Region, April 26, 2016, regarding the *Police Services Act* Review and Consultation on the Strategy

- for a Safer Ontario. (Addendum Item No. 8.3)  
(d) Report of the Executive Director – Freedom of Information Access Requests for 2015. (Addendum Item No. 8.4)

159 **DISCLOSURE OF INTEREST**

*Nil.*

160 **CONFIRMATION OF PUBLIC MINUTES OF MARCH 23, 2016 BOARD MEETING**

*It was moved by Chairman Emmerson, seconded by Mr. Rogers that the Board confirm the minutes for the public session of the meeting held on March 23, 2016 in the form supplied to the members.*

**CARRIED**

**PRESENTATIONS**

- 161 (a) **Volunteer of the Year Award – Chief of Police**  
(b) **Emergency Management – Chief of Police**

*It was moved by Mr. Rogers, seconded by Mr. Usman that the presentations be received.*

**CARRIED**

**COMMUNICATIONS**

- 162 Chief Mark Saunders, Toronto Police Service, April 1, 2016, requesting attendance at the 20th Annual Chief of Police Dinner in association with Toronto Crime Stoppers taking place May 11, 2016 in Toronto, ON.

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the letter from Chief Mark Saunders, Toronto Police Service, April 1, 2016, be received.*

**CARRIED**

- 163 Mr. Rob Stephanson, President, Canadian Association of Police Governance, April 6, 2016, requesting support for the 27<sup>th</sup> Annual Canadian Association of Police Governance Conference taking place August 12-14 in Ottawa, ON.

*It was moved by Chairman Emmerson, seconded by Vice Chair Hackson that the letter from Mr. Rob Stephanson, President, Canadian Association of Police Governance, April 6, 2016, be received and that the Board purchase a Bronze Sponsorship for \$1,000.*

**CARRIED**

**Action: Executive Director**

- 164 Mr. Russ Bain, President, Ontario Association of Police Services Boards, April 8, 2016, regarding sponsorship of the Ontario Association of Police Services Boards 2016 Spring Conference and Annual General Meeting taking place May 11-14, in Niagara Falls, ON.

*It was moved by Mr. Molyneaux, seconded by Ms Jiang that the letter from Mr. Russ Bain, President, Ontario Association of Police Services Boards, April 8, 2016, be received and that the Board purchase a Platinum sponsorship for \$5,000.*

**CARRIED**

Action: Executive Director

- 165 Ms Jo-Ann Savoie, President, Ontario Women in Law Enforcement, April 11, 2016, requesting attendance at the 18<sup>th</sup> Annual Awards Banquet taking place May 6, 2016 in Mississauga, ON.

*It was moved by Vice Chair Hackson, seconded by Mr. Rogers that the letter from Ms Jo-Ann Savoie, President, Ontario Women in Law Enforcement, April 11, 2016, be received and that the Board purchase one table for \$1,000.*

**CARRIED**

Action: Executive Director

- 166 Superintendent Carolyn Bishop and Mr. Gene Kosmyna, Co-Chair's, Community Safety Village Golf Tournament, April 15, 2016, requesting sponsorship of the 11<sup>th</sup> Annual Community Safety Village Golf Tournament taking place June 24, 2016 in Kleinburg, ON.

*It was moved by Chairman Emmerson, seconded by Mr. Usman that the letter from Superintendent Carolyn Bishop and Gene Kosmyna, Co-Chair's, Community Safety Village Golf Tournament, April 15, 2016, be received and that the Board provide sponsorship in the amount of \$10,000 as a presenting sponsor.*

**CARRIED**

Action: Executive Director

- 167 Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, April 18, 2016 regarding Ontario Regulation 58/16 under the *Police Services Act*.

*It was moved by Mr. Rogers, seconded by Ms Usman that the letter by Ms Mafalda Avellino, Executive Director, York Regional Police Services Board, April 18, 2016, be received.*

**CARRIED**

- 168 Chief Eric Jolliffe, York Regional Police, April 20, 2016, regarding the proposed changes to the Highway Traffic Act – Colour Coating Obscure Interior Driver Window.

*It was moved by Mr. Molyneaux, seconded by Ms Jiang that the letter from Chief Eric Jolliffe, York Regional Police, April 20, 2016, be received, and that the Board draft a resolution regarding amendments to the Highway Traffic Act – Colour Coating Obscuring Interior and forward it to the Ontario Minister of Transportation, Ontario Association of Police Services Boards and to local Members of Provincial Parliament.*

**CARRIED**

Action: Executive Director

**REPORTS OF THE CHIEF OF POLICE**

**169 Volunteer of the Year Award**

*It was moved by Mr. Molyneaux, seconded by Vice Chair Hackson that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the content of this report be received by the Board for its information.

**CARRIED**

**170 Direct Purchase of a Software Master License Agreement**

*It was moved by Mr. Usman, seconded by Mr. Rogers that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board authorize the direct purchase of software maintenance and support for the Data Governance and Retention Management System from Gimmal LLC starting in 2017 at an annual cost of \$81,563, plus applicable taxes; and
2. That the software maintenance and support as set out in a Software Master License Agreement with Gimmal LLC be awarded for a period of one year starting in 2017, with an option to renew for three (3) additional one (1) year periods in 2018 to 2020, for a total cost, if all options were exercised, totaling \$326,252, plus applicable taxes; and
3. That the Chief of Police be authorized to execute the Software Master License Agreement with Gimmal LLC and exercise any options to renew between 2018 and 2020, subject to the approval of the Region's Legal Services as to form and content.

**CARRIED**

**171 2015 Use of Force Statistics**

*It was moved by Chairman Emmerson, seconded by Mr. Usman that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board receive this report pursuant to Use of Force Board Policy No. 01/10; and
2. That the Board write to the Ministry of Natural Resources and Forestry and the nine local municipalities in The Regional Municipality of York to advise that York Regional Police will no longer be responding to animal complaints related to sick or injured animals that do not pose a risk to public safety unless the animal is related to a motor vehicle collision and that the Ministry and local municipalities should ensure that they have the capacity to respond to complaints related to sick or injured animals within their respective jurisdictions.



*And further, that the Board's decision will take effect on September 1, 2016 and that the letter also be sent to Minister Yasir Naqvi, Ministry of Community Safety and Correctional Services.*

**CARRIED**

Action: Executive Director

*[For a video of the full Board proceedings on the Use of Force report, please visit the following website <https://youtu.be/dTcKL5XIQIw>.]*

**REPORT OF THE EXECUTIVE DIRECTOR**

**172 Strategy for a Safer Ontario – Written Submission**

*It was moved by Vice Chair Hackson, seconded by Ms Jiang that the Board adopt the following recommendation contained in the Report of the Executive Director:*

1. That the Board forward its written submission to Minister Yasir Naqvi, Ministry of Community Safety and Correctional Services.

*And further, that the Board's submission be forwarded to York Regional Council, Premier of Ontario, Association of Municipalities of Ontario, local Members of Provincial Parliament, Ontario Minister of Labour, Ontario Association of Police Services Boards and the Canadian Association of Police Governance.*

**CARRIED**

Action: Executive Director

**ADDENDUM ITEMS**

**173 Ms Jeanette Eberhard, Chair, London Police Services Board, April 22, 2016, regarding *Police Services Act* and Strategy for a Safer Ontario - Ministry request for feedback. (Addendum Item No. 8.1)**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the letter from Ms Jeanette Eberhard, Chair, London Police Services Board, April 22, 2016, be received.*

**CARRIED**

**174 Crime Stoppers, April 25, 2016, regarding sponsorship for the 25th Annual Wayne Snooks Golf Classic taking place June 14, 2016 in King, ON. (Addendum Item No 8.2)**

*It was moved by Chairman Emmerson, seconded by Mr. Molyneaux that the communication from Crime Stoppers, April 25, 2016, be received and that the Board provide Gold sponsorship in the amount of \$1,500.*

**CARRIED**

Action: Executive Director

- 175 **Mr. Denis Kelly, Regional Clerk, York Region, April 26, 2016, regarding York Region's submission to the Ministry of Community Safety and Correctional Services on the *Police Services Act* Review (Addendum Item No. 8.3)**

*It was moved by Ms Jiang, seconded by Mr. Rogers that York Region's submission to the Ministry of Community Safety and Correctional Services on the Police Services Act Review be received.*

**CARRIED**

- 176 **Report of the Executive Director - Freedom of Information Access Requests for 2015 (Addendum Item No. 8.4)**

*It was moved by Mr. Molyneaux, seconded by Mr. Usman that the Board adopt the following recommendation contained in the Report of the Executive Director:*

1. That the Board receive this report in accordance with its Bylaw No. 09-15 a bylaw to establish administration policies for *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) Access Requests.

**CARRIED**

177 **OTHER BUSINESS**

The Board directed the Chief to provide an update on the construction of the York Regional Police Training Facility at its May Board meeting.

**CONSIDERATION OF MOTION TO MOVE INTO PRIVATE SESSION**

- 178 *It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the Board convene in Private Session for the purpose of considering confidential items pertaining to legal and personnel matters in accordance with Section 35(4) (b) of the Police Services Act.*

*The Board met in Private Session at 10:45 a.m. and reconvened in public at 2:13 p.m.*

**CONSIDERATION OF MOTION TO MOVE INTO PUBLIC SESSION**

- 179 *It was moved by Chairman Emmerson, seconded by Mr. Usman that the Board rise and report from Private Session.*

**CONSIDERATION OF PRIVATE ITEMS**

180 **Human Resources**

*It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board adopt the following recommendations contained in the Report of the Chief of Police:*

1. That the Board reclassify 27 officers pursuant to the 2013 – 2015 Uniform Working Agreement; and

2. That the Board appoint seven civilians, pursuant to Section 31(1) (a) of the *Police Services Act*.

**CARRIED**

181 **Appointment of New Auxiliary Officers**

*It was moved by Chairman Emmerson, seconded by Ms Jiang that the Board adopt the following recommendation contained in the Report of the Chief of Police:*

1. That the Board appoint 15 new individuals as Auxiliary Members, effective May 7, 2016 pursuant to Section 52(1) of the *Police Services Act*.

**CARRIED**

182 **CONFIRMATORY BYLAW**

The Board had before it Bylaw No. 04-16. The Bylaw is necessary to confirm the proceedings of the Board at this meeting.

*It was moved by Ms Jiang, seconded by Vice Chair Hackson that Bylaw No. 04-16, being "a Bylaw confirming the proceedings of the Board at this meeting," be read and enacted.*

Bylaw No. 04-16 was read and enacted as follows:

"To confirm the proceedings of the Board at this meeting".

**CARRIED**

183 **ADJOURNMENT**

*It was moved by Mr. Molyneaux, seconded by Mr. Rogers that the meeting be adjourned.*

**CARRIED**

The meeting adjourned at 2:15 p.m.

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Mafalda Avellino  
Executive Director

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Mayor Frank Scarpitti  
Chair

*Minutes to be confirmed and adopted at the meeting of the Board held on May 27, 2016.*

Accessible formats or communication supports are available upon request.





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April 29, 2016

The Honourable Yasir Naqvi  
Minister of Community Safety and Correctional Services  
25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6

**Chair**  
**Frank Scarpitti**  
**Mayor**  
**City of Markham**

Dear Minister Naqvi:

**Vice Chair**  
**Virginia Hackson**  
**Mayor**  
**Town of East Gwillimbury**

**Re: Strategy for a Safer Ontario**

**Members**  
**Wayne Emmerson**  
**Regional Chairman**  
**And C.E.O**

On behalf of the York Regional Police Services Board, please accept our Board's submission on the proposed legislative amendments to the *Police Services Act* and related regulations. We are very pleased to be part of the consultative process and would like to thank you once again for hosting a consultative session in York Region. I would like to take the opportunity to address areas that have been long-standing issues of advocacy and concern for our Board and many other boards in Ontario.

**John Molyneaux**  
**Provincial Appointee**

**Bang-Gu Jiang**  
**Provincial Appointee**

**Brad Rogers**  
**Provincial Appointee**

**Khalid Usman**  
**Regional Council**  
**Appointee**

**Executive Director**  
**Mafalda Avellino**

At the outset, we would like to emphasize the importance of financially sustainable policing services to our citizens. As you are aware, 90% of municipal police funding is derived from the tax levy and it is well known that the citizens of Ontario pay the highest policing costs in the country (about 20% higher). We urge the province to evaluate costs associated with any pending changes to the Act. It will be very difficult to ensure that our communities receive the highest quality policing services if we continue to burden the municipal tax base. In light of this, our Board's proposal will include recommendations which we feel will enhance community safety, improve the public's trust in the police, build bridges with our communities, strengthen civilian governance and bring policing in Ontario into the 21<sup>st</sup> century, in a manner that is sustainable and makes financial sense to the property taxpayer.

**Administrative Assistant**  
**Jaclyn Kogan**

We will use the province's consultation framework to convey our proposals:

## 1) Community-Safety and Well-Being

Community safety is a shared responsibility and a collaborative multi-sector approach is essential to ensure that both existing and emerging community safety needs are met with a suitable response and a long-term solution. A successful Strategy for a Safer Ontario includes the collaboration of all levels of government, social service sectors, community stakeholders and strong representation from our diverse communities.

Regional and municipal governments should take an active role in this collaborative effort with ongoing cooperation across provincial ministries to ensure appropriate funding is available and that provincial policies and guidelines are in place to facilitate the community safety initiatives.

Joint community mobilization initiatives such as the 'Hub Model' or the Rapid Response Table - a York Region initiative where participants like police, healthcare and social services identify situations that place individuals at risk, have proven to be very successful in enhancing community safety through a coordinated and proactive approach. These collaborations help find the right solution for individuals at risk.

The Board also recommends that the mandate of each service provider involved in community safety initiatives be reviewed to ensure that the responsibility is shared among service providers and is not defaulted to police.

## **2) Serving Vulnerable People**

Police officers need to have the appropriate training and resources when handling a situation involving a person(s) with a mental health crisis. Police response should be appropriate and empathetic. Police training should include de-escalation, decreased use of force, decreased stigma, crisis intervention, and sensitivity training as it relates to mental health.

Steps should be taken to reduce police intervention in 9-1-1 calls when a more specialized non-police response is needed. Appropriate mental health resources, however, need to be available and accessible. Therefore, we urge the province to enhance mental health supports in York Region and to develop protocols for responding to addiction and mental health crisis calls along with funding to support a mobile crisis intervention team that would include police, paramedics and social service agencies

## **3) Modernization of Police Duties**

One of the most important components to the Ministry's Strategy for Safer Ontario is the review of core and non-core police services which is critical to the reform efforts. Police officers are increasingly performing non-core duties and functions such as responding to animal welfare complaints and that alternate service delivery will free up officers and enable them to perform their core functions with greater effectiveness.

Similar to other stakeholders like AMO (Association of Municipalities of Ontario), our Board contends that there are numerous functions which should be transferred to civilians, special constables, community safety officers (as deployed in Winnipeg, Sudbury and Vancouver) and private security. Those functions include but are not

limited to court security and prisoner transportation. Prisons are staffed with non-police personnel and similarly non-sworn personnel should be aligned with the role of prisoner management and court security. Other duties which can be performed by non-sworn personnel are data entry, accident reporting, cybercrime investigations, domestic violence prevention, quality assurance and audit, burglary investigations, victim services, management and senior management functions, forensics and some paid duty functions. The special constable should also be able to perform traffic management duties. Our Board contends that the new legislation should expand and clarify the duties of non-sworn personnel for the purpose of enabling an alternate and more efficient response to both public safety matters and to create a more efficient service from an administrative and professional perspective.

Civilianization within our police service and across other jurisdictions has been proven to work by providing specialized skill sets to enhance public safety and has also translated into real cost-savings for certain administrative positions. However, some challenges to this process exist in terms of legislative and regulatory requirements. New legislation should provide for more flexibility for the employer including the ability to hire temporary or part-time officers.

#### **4) Technology and Community Safety**

Our Board supports the expanded use of enforcement technology including photo radar and red light cameras. Municipalities should have the ability to determine when and how to use traffic safety technology as part of their traffic enforcement programs. In addition, the expanded use of traffic enforcement technology must be supported by advances in the automation of court processes to prevent backlog within the system. POA court processes are mandated by the Province but they have not kept pace with advances in other technology. Our Board recommends that the Province undertake extensive review of use of body-worn cameras in relation to increased costs to police services, impacts on FOI requests, and privacy implications for police and members of the public.

#### **5) Education and Training**

Police officers have greater legislative demands and expectations placed on them along with the increased complexity of the role, therefore, a post-secondary education should be mandatory. Academic training related to the policing role should be provided at the community college or at the university level and the cost should be borne by the student. Our Board also supports requiring the successful completion of an accredited program *before* being hired by a police service similar to the requirement of nurses, teachers and engineers.

Our Board recommends requirement of additional professional education prior to being classified as a first class constable and the requirement that all ranks of

policing undertake professional education commensurate with the degree of responsibility in their rank.

The Board also supports AMO's proposal with respect to better coordination of college diploma programs with police college training which could see efficiencies, improve training consistencies and raise the qualification of graduates.

## **6) Governance and Accountability**

Given the significant role that police services boards play in ensuring police accountability and public confidence in the police, our Board recommends that the quality of police governance and oversight in Ontario needs to be strengthened and more vigorously supported by the Province. Board members should be selected against a set of competencies which would provide consistency and capacity for boards to fulfill their legislated responsibilities. And further that the Ministry should provide standardized, mandated professional development and learning opportunities for all new Board members and ongoing training and development for Board members. This will ensure that boards have the requisite skills, capabilities and confidence to perform their duties. We also contend that all prospective police board members must be subject to a background check.

The selection and appointment process for Board members must also incorporate steps to ensure boards are more transparent and inclusive. Diversity brings strength and perspective to organizations and allows us to tap into and benefit from broader experiences and networks. Diversity will also help boards by strengthening their relationships with the community and by increasing their accountability to the public.

The Board agrees with the Big 12 Board Chairs' position that further clarity of the Board's role particularly as it relates to providing direction on operational matters should be provided for in the new legislation and that the Ministry consider recent reviews (Morden), OCPC decisions and judicial decisions in providing the clarification. In order to fulfill their oversight role, boards must have the ability to be informed about police operations and to ask appropriate questions. The legislation should not impede a board's ability to do so. Boards must have sufficient understanding of police operations in order to provide clear and effective strategic direction.

Our Board recommends that the Business Planning process is the responsibility of police services boards, and boards should have the resources to lead the process in collaboration with their police services and other stakeholders. The Business Plan sets the strategic direction for the police service and as such boards should be leading the process.



The Board supports that any model of police governance and oversight must include elected officials who are accountable to their community for the delivery of those services.

**Other relevant recommendations for the consideration taken from the Emergency Services Steering Committee (ESSC) submission:**

**Suspension without Pay**

For many years, Police Boards and Police Chiefs have strongly advocated for suspension without pay. Ontario is the only province in Canada in which police chiefs do not have discretion to suspend police officers without pay when the officer is charged with an offence or even convicted of an offence if the conviction is under appeal. Currently, the legislation only allows for suspension without pay after an officer has been sentenced to a term of imprisonment. This has led to situations where officers have spent years on the payroll while suspended for alleged criminal activity costing taxpayers millions of dollars and has undermined the Chief's ability to maintain discipline within the police service. Public trust is increasingly eroded when this issue is highlighted in the media. Our Board supports the numerous calls for a change to this provision under Part V in the *Police Services Act*.

**Interest Arbitration**

The interest arbitration system in Ontario's emergency services, including police, needs to be reformed to ensure that it is balanced, transparent and accountable, expeditious and accurately reflects what the parties would have negotiated had they been able to freely negotiate an agreement. Employers have long called for reform of the interest arbitration system because it no longer meets any of these criteria. Arbitrated salary awards in the emergency services have consistently exceeded the rate of inflation, cost of living and wage increases negotiated with other unionized staff in the same municipality. Ontario's interest arbitration system no longer reflects what free collective bargaining would otherwise have produced as an outcome; even when employers in the emergency services "freely" negotiate settlements they are constrained by the outcomes that would be awarded if they referred the agreement to arbitration. Labour cost increases in policing cannot continue without jeopardizing other components of the police service as well as other essential services and infrastructure needs of the municipality.

Our Board supports the position of the ESSC:

*"The interest arbitration provisions of the Act must be amended to:*

- *Improve accountability and transparency of arbitration awards by requiring arbitrators to consider a municipality's capacity to pay based on a comparison of the freely negotiated bargaining settlements in the same municipality, including those of bargaining units with the right to strike. The criteria for comparison of wage settlements should not be limited to only police in other municipalities.*

- *Establish clear, measurable criteria that include the evaluation of the economic health of the municipality, to be considered on the basis of the labour market characteristics, property tax and socio-economic factors.*
- *Enable either party to request written reasons for an arbitrator's award, and ensure such reasons demonstrate that the arbitrator gave due and proper consideration to the criteria."*

### **Bargaining Committee**

The Ontario *Police Services Act* is the only statute in Canada to dictate the composition of the bargaining committee. This provision restricts the ability of the employer to determine how to resource its bargaining committee. There is no rationale for this provision and it should be deleted to give both parties the right to determine the composition of their own bargaining committees. Police services boards should have the same right as the associations and employers in other sectors to draw up expertise and resources they deem appropriate.

### **Exclusions from the Bargaining Unit**

Our Board recommends that Part VII – section 118 of the *Act* be amended to create additional exclusions from the bargaining unit for those personnel both sworn and civilians who are engaged in labour relations, and those in supervisory or management positions. Currently all personnel with the exception of the Chief and Deputy are included in the bargaining unit(s). Management staff, including those responsible for human resources and labour relations, as well as civilian and sworn management should be excluded from the bargaining unit in a manner similar to that provided for in the Ontario *Labour Relations Act*.

### **Probation**

Our Board recommends an extension to the length of the probationary period of constables and require that an officer serve the full probationary period while on active duty.

The *Act* currently provides for a 12 month period of probation with no provision to extend the probation in the event of interruptions in training, such as a leave of absence. Officers should be required to serve the full probationary period on active duty to enable the employer to fully assess the officer's skill and competence.

Consideration should also be given to extending the probationary period until an officer has reached First-Class.

The Ministry's consultation guide suggests that the Ontario Basic Constable Training program should be enhanced. If this results in a longer period of training, the probation period should be extended accordingly.

### **Disciplinary Proceedings**

Sworn policers are not currently subject to discipline in a manner similar to civilian employees. The statutory regime for discipline of sworn officers significantly restricts the employer's ability to impose appropriate discipline in response to misconduct. This creates inequity within the police service as between sworn and civilian employees, and affords sworn officers with essentially "jobs for life," a privilege not afforded to any other employees in Ontario. The rights of sworn officers to due process can be sufficiently protected without a disciplinary regime that fails to hold them to an equitable level of accountability for their conduct. Our Board recommends that Part V of the *Act* be reviewed and amended to restore an appropriate balance of management and employee rights.

### **Advancement through Ranks**

Currently a sworn officer progresses through the ranks from Fourth-Class to First-Class in five years. This is not consistent with career progress in professions which require additional training and education to advance. The overall period of advancement should be increased from five to eight years, and additional educational requirements should be met to obtain First-Class.

### **Conclusion**

Ontario municipalities are responsible for 90% of policing costs yet they have little say over how police services are delivered. The recommendations contained in this submission address long-standing issues which impede the ability of police employers to modernize their workforce, determine the service delivery model, improve accountability and contain increases in labour costs.

The Strategy for a Safer Ontario allows for a significant opportunity to develop legislation that provides for effective, sustainable and community-based policing. A model which our board has advocated for and supported for many years. We appreciate this opportunity for meaningful consultation and look forward to a more progressive mandate for policing in Ontario which will serve as a model for other jurisdictions in Canada and abroad.

Yours sincerely,



Frank Scarpitti  
Chair  
Mayor, City of Markham

Copy to:

Hon. Kathleen Wynne, Premier  
Hon. Kevin Flynn, Minister of Labour  
Hon. Michael Chan, MPP  
Hon. Steven Del Duca, MPP  
Hon. Dr. Helena Jaczek, MPP  
Hon. Reza Moridi, MPP  
Chris Ballard, MPP  
Julia Munro, MPP  
Gila Martow, MPP  
Chief Eric Jolliffe, York Regional Police  
York Region Municipalities  
Big 12 Police Services Boards  
Russ Bain, President, OAPSB  
Gary McNamara, President, AMO  
Rob Stephanson, President, CAPG

Ministry of Community Safety  
and Correctional Services

Ministère de la Sécurité communautaire  
et des Services correctionnels



Office of the Deputy Minister

Bureau du sous-ministre

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Toronto ON M7A 1Y6  
Tel: 416-326-5060  
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Toronto ON M7A 1Y6  
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Télééc. : 416-327-0469

MC-2016-1532  
By e-mail

**MAY 13 2016**

Ms. Mafalda Avellino  
Executive Director  
Regional Municipality of York Police Services Board  
17250 Yonge Street  
Newmarket ON L3Y 4W5  
[psb@yrp.ca](mailto:psb@yrp.ca)

Dear Ms. Avellino:

Thank you for your correspondence on behalf of the Big 12 Police Services Boards, regarding Ontario Regulation 58/16, Collection of Identifying Information in Certain Circumstances – Prohibition and Duties, made under the *Police Services Act*.

The Ontario government believes that respectful, rights-based interactions between police and members of the public are a foundational part of effective community policing. As you know, the regulation sets out clear and consistent rules for a range of voluntary police/public interactions. It is premised on facilitating interactions that are conducted without bias or discrimination, and in a manner that promotes public confidence and strengthens accountability. The ministry has determined that the most appropriate approach for providing guidance to police services boards is to assist them in their role of developing policies respecting this regulation.

In relation to the regulation's requirements with respect to the creation of new policies by police services boards, the ministry understands that some additional guidance may be of assistance. To that end, the ministry is in the process of preparing an All Chiefs/Chairs of Police Services Boards Memorandum that will outline some of the specific considerations boards may wish to take into account when developing their policies. Recognizing the timeframes on this issue, the ministry will be undertaking this work expeditiously.

Thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Torigian".

Matthew Torigian  
Deputy Minister  
Ministry of Community Safety and Correctional Services





# Toronto Police Services Board

40 College Street, Toronto, Ontario, Canada. M5G 2J3  
(416) 808-8080 FAX (416) 808-8082  
www.tpsb.ca



May 9, 2016

Minister Yasir Naqvi  
Ministry of Community Safety and Correctional Services  
18th Floor  
25 Grosvenor Street  
Toronto ON  
M7A 1Y6

Dear Minister Naqvi:

The Toronto Police Services Board (the Board) welcomes the opportunity to contribute to the process of amending the Ontario Police Services Act (the *Act*).

Prior to identifying specific aspects of the legislation for possible amendment, the Board wishes to raise a number of general principles that it believes the Province should consider as part of the overall amendment process. These are;

- Although it is difficult to do given the static nature of legislation, the *Act* should be constructed, as much as possible, to allow for flexible responses to the dynamic and evolving concept of policing in our modern world;
- Community safety is now, rightly so, viewed as a shared responsibility, while the legislation remains rooted in a dated perspective that does not adequately incorporate the role of the community. Police exist to serve and protect the community and the community's views and expectations must form an integral part of policing policy;
- Society is changing, and with it, police and its role in law enforcement and crime prevention. The vision that underpins the new legislation must be both modern and transformative. In addition to the traditional role of police, additional roles have emerged, with police officers now being responsible for community mobilization and engagement, among other things;

- The legislation also requires change to take into account new and emerging technology, to include options to deliver service in novel and innovative ways;
- The legislation must deal with the rising and unsustainable cost of policing;
- The *Act* should explicitly deal with how police interact with communities' most vulnerable people, including children, the elderly and individuals experiencing mental illness or personal crisis;
- Proper and meaningful civilian oversight and governance has been impeded by legislative language that is too broad, too vague, too imprecise or too rigid. Oversight of policing is critical in a democratic society and the *Act* must be amended to ensure that such oversight is both meaningful and robust. Strengthened civilian governance requires boards to be comprised of members who bring a variety of skills and backgrounds to their positions, hence the need for competency-based appointments and mandatory training. In addition, boards cannot simply rely on police services for information, data and analysis; boards must be adequately staffed and resourced, in order to effectively support governance; and
- The discipline system should be overhauled, so that the public's expectation that officers who break the law or commit misconduct are appropriately punished, resulting in real deterrence, both specific and general. The system must also be sufficiently transparent so that the public can be assured that these incidents are treated with the severity they warrant.

In light of these general considerations, the following outlines the Board's proposed specific amendments to the *Act*:

### **Strengthening Civilian Governance**

The appointment process of board members should ensure that board members are qualified when measured against a set of competencies and that Board members receive mandatory training that fully prepares them for the work they will be undertaking. Further, boards must be given a greater role in articulating the competencies required in new board members, so that the board as a whole can operate more effectively. We recommend that, when vacancies occur, the appointing bodies be required to consult with boards in order to determine the competencies that should be the focus of the appointment process.

Furthermore, the provincial structure of accountability must be strengthened so that boards are truly accountable to the public. Currently, the Ontario Civilian Police Commission has jurisdiction over the Board but rarely asserts its authority, or gives necessary direction. The role of OCPC needs to be clarified and fortified, so that it can provide the required oversight of boards.



## **Board and Chief Responsibilities**

Section 31(1) outlines the board responsibility for the provision of adequate and effective police services in the municipality while section 41(1)(a) outlines the duties of the Chief of Police. According to Justice Morden<sup>1</sup>, prior to 1990, the statute did not provide clear direction or definition of the roles and responsibilities of boards and chiefs of police. Further, Justice Morden states that “there was a general understanding that policies which were for the Board and operations which were for the Chief of Police must always be kept separate.” Morden further states that “this general understanding has been carried forward after 1990 although there is no statutory foundation for it and that, in fact, it is clearly inconsistent with the provisions of the *Act*, in particular, sections 31(1)(b), 31(1)(c), and 41(1)(a).” Because the *Act* is not consistently interpreted, we are proposing that greater clarification of the aforementioned sections is required in order to simplify and communicate the appropriate roles of boards and chiefs respectively and foster greater accountability.

In addition to clarifying roles, consideration should be given to whether or not boards should have the authority to appoint and terminate auxiliary members, as well as the authority to appoint special constables. Currently, section 52 authorizes boards to appoint and terminate auxiliary members. To be consistent with the chief of police’s responsibility for the discipline of uniform members, chiefs should have the responsibility for auxiliary members. Section 52 gives the OPP Commissioner the authority to appoint, suspend and terminate the appointment of an auxiliary member. The same authorities should be given to the chief of a municipal police force. With regard to the appointment of special constables, consideration should be given to whether or not boards have a role to play in appointing special constables, with a view to granting the ability to appoint special constables to chiefs. As well, section 53(1) should be amended to state what criteria or factors the Solicitor General should consider when granting approval of appointments, including whether there should be legislated controls for the use of special constable authority and legislated minimum standards (e.g. training).

## **Interest Arbitration**

The Emergency Services Steering Committee (ESSC) was formed in 2005 on the recommendation of senior staff from municipalities represented by the Mayors and Regional Chairs of Ontario (MARCO), the Large Urban Mayors Caucus of Ontario (LUMCO) and the OAPSB in response to rapidly increasing emergency services costs across Ontario. Its membership is comprised primarily of Chief Administrative Officers and staff from legal services, human resources and communications from member municipalities, the OAPSB and municipal liaison groups. The primary objective of the ESSC is to provide a clear picture of the state of emergency services labour costs and how their escalation potentially impacts municipal budgets.

The ESSC has identified significant factors that it believes are contributing to rising emergency services labour costs (wages and benefits) and the effects that they are having on Ontario municipalities and the public services they provide. It is the position of the

ESSC that these cost increases are not sustainable in the long-term and that they are being driven higher by arbitration awards that have not fully considered or properly accounted for the current Ontario and local economies or the taxpayers' ability to pay, and the influence of such awards on negotiated settlements. Arbitrators and arbitration boards are obliged by law to consider these factors to ensure that their awards provide a balance between a fair compensation increase and the public's ability to pay. However, arbitrated salary awards in the emergency services have consistently exceeded the rate of inflation, cost of living and wage increases negotiated with other unionized staff in the same municipality. Ontario's interest arbitration system no longer reflects what free collective bargaining would otherwise have produced as an outcome; even when employers in the emergency services "freely" negotiate settlements they are constrained by the outcomes that would be awarded if they referred the agreement to arbitration. Labour cost increases in policing cannot continue without jeopardizing other components of the police service as well as other essential services and infrastructure needs of municipalities.

As a result, the Board recommends that the interest arbitration provisions of the *Act* be amended to:

- Improve accountability and transparency of arbitration awards by requiring arbitrators to consider a comparison of the freely negotiated bargaining settlements in the same municipality, including those of bargaining units with the right to strike. The criteria for comparison of wage settlements should not be limited to only police in other municipalities; and
- Enable either party to request written reasons for an arbitrator's award, and ensure such reasons demonstrate that the arbitrator gave due and proper consideration to the criteria.

In addition, procedural changes are required to ensure that the arbitration system is timely and fair to both parties.

Therefore, it is recommended that section 122(1)(6) be amended to reform the interest arbitration provisions to restore balance in the arbitration system, and increase accountability and transparency of awards.

### **Labour Relations and Human Resources**

Part VII of the act should be amended to give Boards greater flexibility in managing human resources to enable them to operate more efficiently. Currently, section 118(2) obliges boards to enter into collective bargaining with a Senior Officers' Association which, in the case of the Toronto Board, includes its own Director of Humans Resources Management. Since the Director of Human Resources Management acts as a resource and provides expert advice to the board, we question the validity of the inclusion of this position in an association. Similarly all management staff from the rank of Inspector and above, and specifically those responsible for human resources, labour relations, senior

finance personnel, and legal advisors should be excluded from the bargaining unit in a manner similar to that provided for in the Ontario *Labour Relations Act*. These management members would receive salaries and bonuses tied to specific performance objectives. As is currently the case, the board will direct the chief and monitor his or her performance and the chief will be responsible for ensuring that his or her employees meet the established performance objectives. This amendment will ensure that the chief can incent his or her team to attain excellence.

Additionally, further amendments to Part VII, should include the deletion of sections 120(1) and (2), to enable police services boards and/or the municipality responsible for police services to determine how it will conduct its collective bargaining. The *Act* is the only statute in Canada to dictate the composition of the bargaining committee. This provision restricts the ability of the employer to determine how to resource its bargaining committee. There is no rationale for this provision and it should be deleted to give both parties the right to determine the composition of their own bargaining committees. Police services boards should have the same right as the associations and employers in other sectors to draw on expertise and resources they deem appropriate.

### **Extension of Probationary Period**

Police services boards should have the authority to extend the probationary period of police officers by an additional six months, if, in the board's view, this would be necessary to thoroughly assess the officer's suitability. The act currently provides for a 12 month probation period with no provision to extend in the event of interruptions in training. We propose an amendment to section 44(1) of the *Act* to provide police services boards with the ability to extend the probationary period to provide for a longer probationary period, greater management oversight and scaled responsibilities, which would provide boards with adequate time to determine the suitability of officers.

### **Advancement through the Ranks**

Currently a sworn officer progresses through the ranks from fourth-class to first-class constable in five years with no requirement for additional training, skills or education as the progress occurs. This is not consistent with career progress in other professions which require additional training and education to advance. Consideration should be given to amending section 8(3) of O.Reg 268/10 to extend the period of time for progression from fourth to first class constable. The overall period of advancement should be increased from five to eight years, and additional education and skill requirements should be imposed in order to reach the rank of first-class.

## **PART V Discipline and Tribunal Processes**

### Tribunal Proceedings

Part V of the *Act* establishes the processes for disciplinary hearing and imposes tribunal rules of procedure established under the *Statutory Powers and Procedures Act*. Sworn

police officers are not currently subject to discipline in a manner similar to civilian employees. Rather, the statutory regime for discipline of sworn officers significantly restricts the employer's ability to impose appropriate discipline in response to misconduct. This creates inequity within the police service between uniform and civilian employees, and affords officers with essentially "jobs for life," a privilege not afforded to any other employees in Ontario. The current process has entrenched discipline procedure into a quasi-judicial structure which has insulated officers and limits boards' role with respect to an employer/employee relationship regarding disciplinary matters. Therefore, Part V of the *Act* should be amended to remove the tribunal structure currently in place and replacing it with a more traditional labour relations model.

### Suspension without Pay

Ontario is the only province in Canada that does not give Chiefs the discretion to suspend without pay an officer charged with an offence, or even convicted of an offence if the conviction is under appeal.

The Board recognizes that an allowance for suspension with pay helps to protect officers in the good faith performance of their duties, but we also believe that this allowance was never intended to shield police officers from the consequences of serious criminal conduct unrelated to the performance of their duties. Suspension without pay should apply to all officers who have committed a serious misconduct that breaches the public trust and that significantly impacts their continued performance of their duties as a police officer as well as when charged with a criminal offence or in custody or on bail.

Increased public awareness of cases involving serious charges has eroded public trust and confidence in the police, and the financial impact can create significant pressure on constrained police budgets. The Association of Municipalities of Ontario has reported that from 2005-2009, Ontario's "Big 12" police services boards paid \$16.9 million in salary to suspended officers.

In addition, police officers are compensated for the office held and not for the duties performed, consideration should be given to legislative amendments that would remove the office holder status from police officers and change their employment status from office holders to employees. These amendments would give boards more autonomy over their employees and would give chiefs the ability to maintain discipline and accountability within the police service and would promote public trust.

### Notices of Hearing

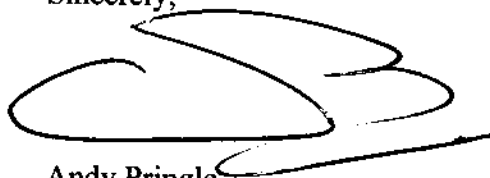
We are proposing an amendment to section 83(17) of the *Act* to extend the limitation period for serving notices of hearing from the current six months to nine months. The internal investigations that police services are required to conduct are often too complex to be reasonably expected to be completed within the current limitation period. As well, the *Act* does not provide much guidance as to the interpretation of what is deemed "reasonable" under the circumstances.

## **Conclusion**

Thank you for the opportunity to participate in the Ministry consultations for the Strategy for a Safer Ontario. We look forward to a new blueprint that will provide an effective, sustainable, and community-based policing model that will allow us to provide effective governance for the people of Toronto.

Recognizing that these issues are complex and nuanced, we welcome the opportunity to meet with you to engage in further discussion with respect to the issues we have raised.

Sincerely,

A handwritten signature in black ink, appearing to read 'Andy Pringle', written over a white background.

Andy Pringle  
Chair  
Toronto Police Services Board

cc. Board Members

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<sup>1</sup>Independent Civilian Review into Matters Relating to the G20 Summit. Honourable John W. Morden, June 2012. Page 4



## Strategy for a Safer Ontario – Additional Input

29 April 2016

### Introduction

OAPSB has participated actively on the Future of Policing Advisory Committee (FPAC) and its working groups, representing our member police services boards and engaging them through surveys and conferences seminars; and informing them of developments to the extent allowed in the FPAC process. We also submitted Proposed Legislative Language regarding police board responsibilities on 14 March 2016<sup>1</sup>, which is based largely on the article “*Police Governance Reform – The Age of Enlightenment*”<sup>2</sup>.

From the onset of the FPAC process, some years ago, we have consistently advocated for the legislative change that:

- Facilitates substantively broader police board discretion to out-source some community safety functions to non-police agencies
- Compels cooperation between police and other community health and safety agencies
- Ensures, through legislative design and oversight, meaningful and effective police governance

The aim of this submission is to address the Strategy for a Safer Ontario more broadly, and police governance reform in more depth.

### SERVICE DELIVERY

#### Service Delivery Options

Financial sustainability of the current policing model is a huge concern. In determining how best to provide community safety service provision, benefits, costs and risks should be taken into account.

Police boards have responsibility for ensuring the delivery of the full range of services identified in the Adequacy and Effectiveness Regulation. It makes sense then that police boards should have the flexibility and authority to select community safety services from a variety of suppliers, both police and non-police, public and private sector-based, on behalf of their local jurisdiction.

#### Special Constables

Special constable appointments should be made by boards/OPP Commissioner, without MCSCS final approval.

MCSCS should develop legislated standards regarding:

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<sup>1</sup>See [http://www.oapsb.ca/2016/03/17/proposed\\_legislative\\_language-police\\_board\\_responsibilities.pdf](http://www.oapsb.ca/2016/03/17/proposed_legislative_language-police_board_responsibilities.pdf)

<sup>2</sup> See [http://www.oapsb.ca/2016/02/25/police\\_governance\\_reform-age\\_of\\_enlightenment-fjk7mar2016.pdf](http://www.oapsb.ca/2016/02/25/police_governance_reform-age_of_enlightenment-fjk7mar2016.pdf)

- The basis/justification for granting special powers and use-of-force options
- Mandatory record keeping regarding use-of-force, training, appointments, approvals, renewals and revocations

A standardized MOU between special constable employer and the approval authority (board or OPP commissioner) should be mandatory; the MOU should contain:

- Supervision
- Discipline
- Roles and responsibilities
- Training
- Process for dealing with complaints
- Working conditions
- Reporting requirements
- Legal liabilities

MCSCS should develop a standardized system of oversight of special constables. It should be similar to that regarding police officers, particularly regarding the investigative process and witness officer obligations (unions not supportive of the second sentence).

MCSCS should develop a code of conduct for special constables.

MCSCS should institute a regulatory-compliance inspection program.

## **HEALTH AND SAFETY SERVICE PROVIDER COLLABORATION**

### **Community Safety Planning**

Community safety planning is a new initiative under the Strategy for a Safer Ontario. Such planning will require the input of a wide range of safety and health service providers, and it will require coordination. It is recommended that Community Safety Planning be a joint responsibility of municipalities and local police boards.

## **POLICE GOVERNANCE REFORM**

### **Roles and Responsibilities**

Form follows function. Our submission on function (roles and responsibilities) can be found at [http://www.oapSB.ca/2016/03/17/proposed\\_legislative\\_language-police\\_board\\_responsibilities.pdf](http://www.oapSB.ca/2016/03/17/proposed_legislative_language-police_board_responsibilities.pdf) . Roles and responsibilities need to be identified before anything else about police board composition, size, function, support, or compensation.



## **Delegation**

Police boards should be able to delegate anything to their chief of police, save and except:

- Connecting with the public to determine community-owners, needs, values and expectations (which could be contracted to a third-party on the board's behalf)
- Developing police service outcomes and limitations policies (with which third party assistance could be engaged by the board)
- Evaluating police service performance/verifying compliance with policies, legislation and regulations (police chief should be required to submit evidence regarding police service performance, in accordance with established metrics)

## **Labour Relations/Human Resources**

The police board should not be compelled to actively participate in collective bargaining with its police association(s). Boards and their members should not participate in bargaining itself, as it is not the governance job and boards have no inherent expertise. Bargaining is a labour relations management function. Accordingly, police boards should:

- Establish the bargaining parameters (the 'mandate')
- Subsequently delegate bargaining to the Chief of Police
- Ultimately ratify the collective agreement upon completion of bargaining

This is how bargaining is conducted in every other sector in society, and it is time the police sector adapted a like approach.

Furthermore, police boards should not be compelled to hold accommodation hearings regarding injured or sick officers who cannot be accommodated by the Chief. This is not a governance function, and boards have no such expertise.

Ontarians don't have jobs for life. Either should police in Ontario. Creditable allegations of serious misconduct should be grounds for suspension without pay, and should those allegations prove accurate, then dismissal. On the other hand, incidents of minor misconduct should be dealt with informally and documented as such, thereby avoiding costly, distractive and oft counter-productive disciplinary hearings.

## **Budgeting**

There has been much discussion of police costs in recent years. If funding for local police/policing is to continue to be funded by property tax, then police portion of the property tax should be clearly disclosed.<sup>3</sup> Such transparent disclosure to those that actually do the paying for local policing would

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<sup>3</sup> The idea of direct taxation for police came from AMO staff

replace rhetoric with evidence, and alleviate local councils of police-budget burdens. This move would not in itself address sustainability or the cost to rate payers, but it would clearly and transparently attribute policing costs to police boards and away from municipal councils.

### **Board Size and Composition**

3 board members is not enough to generate the diversity of views that reflects the community needs, values and expectations, or facilitate critical discussion – especially when and where a position is vacant or a member is absent. Between five and fifteen board members are required, depending on the size and scope of the governance workload.

Future board composition has been a contentious issue. Given the diversity and strength of opinions in this matter, the lack of confirmation of future board roles and responsibilities, and the likely expansion/amalgamation of OPP-related boards, the matter of board composition and size be addressed outside of the Police Services Act, perhaps in related regulation.<sup>4</sup>

### **Board Resources**

Boards must have direct access to the information and the independent expert assistance/advice they need to fulfill their roles and responsibilities.<sup>5</sup>

### **Board Training**

Roles and responsibilities, authorities and limitations need to be established before police governance training requirements can be determined. The training could be tiered and/or phased. Police governance training should be mandatory for all police board members and police chiefs.

Reading legislation is not adequate and effective training. Training needs to develop critical thinking, analysis and decision-making skills – the fundamental governance skills. Trainers must appreciate governance, exemplify governance skills, and be adept in adult education methodology. If the Ministry lacks the capacity to deliver such training, then it should out-source police governance training to an organization that has the training skills and capacity, such as OAPSB.

### **Board Member Compensation**

Police governance is an essential component of public safety in a democracy. Police board members – whose role is to govern police – should be compensated in accordance with the importance and gravity of their roles and responsibilities. Police governance should not be seen as an un(der)-paid, volunteer undertaking, and must not be viewed as subordinate to or less important than policing.

Prepared by: Fred Kaustinen, Executive Director

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<sup>4</sup> The idea of addressing board composition in regulation rather than legislation came from AMO staff

<sup>5</sup> For more on Resources boards require, see:

[http://www.oapsb.ca/2015/04/10/indep\\_cit\\_gov\\_police\\_oapsb\\_4\\_nov\\_2014\\_final.pdf](http://www.oapsb.ca/2015/04/10/indep_cit_gov_police_oapsb_4_nov_2014_final.pdf)



## **DURHAM REGIONAL POLICE SERVICES BOARD**

**R. Anderson, Chair \* R. Wilson, Vice-Chair  
B. Drew, Member \* A. Furlong, Member  
S. Lal, Member \* B. McLean, Member \* R. Rockbrune, Member**

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May 10, 2016

The Honourable Minister Yasir Naqvi  
Minister of Community Safety and Correctional Services  
25 Grosvenor Street -18th Floor  
Toronto ON M7A 1Y6

Dear Minister Naqvi:

On July 17, 2015, I wrote to you requesting additional information regarding the Province's intentions with respect to grant funding and the importance of notice should changes occur that would affect our level of funding. We received a response from you on November 27, 2015 that details for the year 2016-17 were not available.

We appreciate that the Province is currently developing the Strategy for a Safer Ontario and as part of that process will consider options for grant funding. However, six months have passed since you advised us that a decision was pending. We would reiterate the importance of receiving an indication from the Ministry of its intentions in this regard, given the importance of Provincial funding to our programs and services. Our Service has begun preparations for the 2017 budget and a decision from your Ministry is necessary to provide us a clear understanding of our overall financial position.

Your attention to this matter is appreciated.

Sincerely,

A handwritten signature in blue ink that reads "Anderson".

Roger Anderson  
Chair

c.c.: Chief Martin  
Mr. Russ Bain, President Ontario Association of Police Services Boards  
Big 12 Chairs  
Local MPPs

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605 Rossland Road East, Box 911, Whitby, ON L1N 0B8  
Phone: 905-579-1520, Ext. 4307 \* Fax: 905-721-4249  
Email: [alongo@drps.ca](mailto:alongo@drps.ca)



47 Don Hillock Drive  
Aurora, Ontario  
Canada, L4G 0R1  
Attn: YRP Traffic Unit  
Tel: (905) 829-8805 X239  
Toll-free: 1-800-665-6233 X239  
Email: maddyorkregion@live.ca  
www.maddchapters.ca/york

Dear Mafalda,

On Thursday August 25, 2016 MADD York Region along with York Regional Police will be hosting our 3<sup>rd</sup> annual "GOLF FORE MADD" tournament at Cardinal Red Crest Golf Club in King.

Every day on our roads in Canada 4 people are killed and 174 are injured at the hand of impaired drivers.

Since our tournament last August York Region has been faced with too many catastrophic impaired driving crashes. The devastation from every crash has had a ripple effect on the citizens of York Region.

MADD York Region will now be supporting more than double our number of victims. The financial demands on our chapter will be tremendous. We will require funds to send more than double the number of victims to MADD National's conference for victims of impaired driving (cost \$775.00 / victim) than we did this year.

With these dreadful numbers our chapter is faced with training more volunteers to assist these victims at court and continued support following the judicial process. This training is offered at MADD National's Leadership Conference (cost \$775.00/delegate).

MADD Canada's mission statement is to stop impaired driving and support victims of this violent crime. In order for us to continue to fulfill our mission statement and support these numbers MADD York Region will require an astounding amount of funds. It is our goal to raise as much money as possible through events such as our golf tournament. We are once again asking for the support of the Police Services Board as our presenting sponsor for \$10, 000.00. Thank you in advance for your support and consideration.

Sincerely,



Kathy Mitchell  
President  
madd York Region



Jim Lang  
Co-Chairman  
105.9 The Region



47 Don Hillock Drive  
Aurora, Ontario  
Canada, L4G 0R1  
Attn: YRP Traffic Unit  
Tel: (905) 829-8805 X239  
Toll-free: 1-800-665-6233 X239  
Email: maddyorkregion@live.ca  
www.maddchapters.ca/york





# Third Annual **madd**<sup>★</sup>

## York Region Golf Tournament



**REDCREST**  
CARDINAL GOLF CLUB

Thursday  
August 25, 2016  
Shotgun start  
at 8 a.m.

Registration includes:

- Shotgun start at 8 a.m.
- Continental breakfast
- Green fees
- Shared carts
- Free use of driving range
- Buffet lunch
- Prizes
- Silent and live auctions

The tournament will conclude  
in the early afternoon.

For information, please contact:

Sergeant Karen Hodge  
York Regional Police  
47 Don Hillock Drive  
Aurora, ON L4G 0S7  
Email: 1014@yrp.ca  
Tel: 1-866-876-1221 ext. 7706  
Fax: 905-841-0665

MADD York Region  
Email: maddyorkregion@live.ca  
Tel: 1-800-665-6233 ext. 239

# **madd**<sup>★</sup>

## York Region

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THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**Lease**

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**RECOMMENDATIONS**

1. That the Board authorize a proposed lease agreement between the Board and The Corporation of the Township of King for office space located at 2585 King Road, King City, Ontario consisting of approximately 3,000 square feet for a period of 20 years at an annual cost of \$39,780 per year to commence on or about December 1, 2017; and
2. That the Chief be authorized to execute the lease agreement with The Corporation of the Township of King, subject to approval of the Region's Legal Services as to form and content; and
3. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

**SYNOPSIS**

This report seeks the Board's approval to enter into a lease agreement for a 20 year period with the Township of King. It would establish a partnership opportunity for a Community Substation in the new Township of King Municipal Administration building. The facility is expect be completed in the last quarter of 2017.

## **FINANCIAL IMPLICATIONS**

Funding for the King Community Substation lease is currently not included in the \$1,097,900 2016 Operating Budget for rents given the lease is expected to commence upon completion of the construction estimated in December 2017. The funding for 2017 and to renew each outlook year will be included in the annual Operating Budget proposal and subject to the annual approval of the Board and Regional Council. The proposed rent for the 3,000 square feet location is \$13.26 per square foot, including \$4.76 per square foot for an infrastructure reserve contribution. The rent is subject to annual indexation at the rate of inflation. In addition, the lessee is responsible for all other costs of occupancy including hydro, natural gas, water, insurance on contents, maintenance, repair and replacement of the leased space.

Funds in the amount of \$1.3 million are included in the 2016 Capital Budget for the fit-up of the property however due to the delay of the construction beyond 2016 a portion of the project funding is expected to be deferred to 2017.

The lease has an annual payment obligation of less than \$250,000 and, accordingly, is considered a non-material lease under the Region's Capital Financing and Debt Policy. Therefore, the Board does not require Regional Council's prior authority to extend the lease; however, the Board is required to give notice of it to the Regional Treasurer for reporting purposes under the above-mentioned policy.

## **BACKGROUND**

### Township of King Municipal Administration Centre

To assist with anticipated population growth, the Township of King acquired a 9.5 acre parcel of property that was previously an elementary school located at 2585 King Road, King City. The purpose of the acquisition is for a new Municipal Administration Centre that will house all departments currently located at various town offices. The existing building requires construction and renovation that is estimated for completion in December 2017.

A subsequent space needs assessment survey determined that there will be ancillary spaces for community partnerships. As a part of the planning process, the Township of King reviewed the police community substation model that the Board entered into with the Town of Whitchurch-Stouffville and determined that a similar model would benefit the community of King. In September of 2015, Mayor Steve Pellegrini sent the Board a letter proposing a formal presence at the new Municipal Administration Centre.

At its meeting on September 23, 2015, the Board agreed to consider the request from the Township of King subject to the 2016 Police Budget approval. The Board also directed the Chief to complete a review of the proposed location and determine the feasibility of the opportunity to align York Regional Police operational needs with the needs of the community in the Township of King.

### King Community Substation

The subsequent review determined that a police community substation would be beneficial to the service delivery needs of York Regional Police in the future.

The Township of King is currently served by officers from #1 District in Newmarket and #4 District in Vaughan. A Substation will increase the accessibility and profile of York Regional Police within the community and improve customer service. Officers reporting directly to the Substation will reduce commuting times for area patrol vehicles to and from the station. This increases the available patrol time of the area cars by approximately two hours per shift.

The King Community Substation will operate similarly to the Whitchurch-Stouffville Community Substation that was opened in 2014. The addition of a Police Substation in Whitchurch-Stouffville has been a success because of a substantial increase in police visibility in the community. Similar results are expected with the addition of a substation in the Township of King.

There will be approximately 50 staff assigned to the King Community Substation providing frontline policing services to the community. Patrol vehicles will be reassigned from the current #1, #2 and #4 District locations. This will provide the Township of King with a high quality of efficient and effective policing services.

It is therefore recommended that the Board authorize the proposed lease agreement at 2585 King Road, King City for a future Police Community Substation.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:bs

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THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**Lease Renewal**

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**RECOMMENDATIONS**

1. That the Board extend the lease between the Board and Newmarket Property Corporation located at the Yonge/Mulock Centre, 16775 Yonge Street, Newmarket, Units 6 and 7 consisting of 5,245 square feet for a period of two years expiring on September 30, 2018 at an annual cost of \$131,912 plus HST inclusive of utilities; and
2. That the Chief be authorized to execute the lease renewal agreement with Newmarket Property Corporation, subject to approval of the Region's Legal Services as to form and content; and
3. That the Chief be authorized to exercise the option to renew the lease for an additional two year period; and
4. That pending approval of the above recommendations, the Board provide notice of the Agreement to the Region's Treasurer for reporting purposes under the Region's Capital Financing and Debt Policy.

**SYNOPSIS**

The Board has authorized York Regional Police to enter into a lease between the Board and Newmarket Property Corporation for the lease of Units 6 and 7 comprising of 5,245 square feet since 2004. The lease expires September 30, 2016 and has a renewal term of two years. As required by the landlord, six months' notice is required in order to renew the lease for a further period. Staff have evaluated the use of this space and recommended the renewal of the lease as the premises are still required in order to fulfill the needs of the organization.

## **FINANCIAL IMPLICATIONS**

Funds in the amount of \$1,097,900 are included in the 2016 Operating Budget for rents, including \$390,600 for leases with Newmarket Property Corporation at 16775 Yonge Street, Newmarket. The proposed Units 6 and 7 comprised of 5,245 square feet includes rent of \$15.50, taxes, maintenance and insurance of \$9.26 and heating, ventilation and air conditioning of \$0.39 for a total of \$25.15 per square foot or an annual cost of \$131,912, plus applicable taxes. The difference in the new annual lease cost from the previous four-year term is \$11,067 or a 9.1% increase. In addition, the lessee is responsible for all other costs of occupancy including insurance on contents, maintenance, repair and replacement of the leased space.

The lease renewal request contains a further renewal option to extend the term of the lease from October 1, 2018 to September 30, 2020 at current fair market rent.

The lease has an annual payment obligation of less than \$250,000 and, accordingly, is considered a non-material lease under the Region's Capital Financing and Debt Policy. Therefore, the Board does not require Regional Council's prior authority to extend the lease; however, the Board is required to give notice of it to the Regional Treasurer for reporting purposes under the above-mentioned policy.

## **BACKGROUND**

In March 2004, the Board entered into lease agreements for Units 6 and 7 at the Yonge/Mulock Centre to provide off-site facilities for members of Professional Development and 22 members of Uniform Recruiting. Since that time, Professional Development has relocated to Headquarters and their space was reassigned to 11 members of Case Management due to space issues at Eagle Street Courts.

Additional leased space at the Yonge/Mulock Centre is also utilized by Professional Standards, Integrated Domestic Violence Unit, Victim Services of York Region and the York Region Centre for Community Safety.

The Yonge/Mulock Centre location is equipped with the necessary technology to support the units currently located at the site. Significant investments have been made to provide the necessary voice, data and security requirements.

EJ:bs

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

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THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**Execution of Documents By-law and Purchasing By-Law**

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**RECOMMENDATION**

1. That the Board receive this report pursuant to the Execution of Documents By-Law No. 08-15 and Purchasing By-Law 06-14 quarterly reporting requirements.

**SYNOPSIS**

In accordance with the Police Services Board's Execution of Documents By-Law No. 08-15 and Purchasing By-Law 06-14, this report contains a summary of documents, agreements and purchasing matters that were executed in the first quarter of 2016.

**FINANCIAL IMPLICATIONS**

The funds necessary to satisfy the terms of each contract identified in this report were included in the 2016 Operating or Capital Budgets.

**BACKGROUND**

In accordance with the Execution of Documents By-Law No. 08-15, additional authority has been granted to permit the Deputy Chiefs to execute documents related to the programs and projects under their portfolio of responsibility.

The By-law further states that:

- In all cases where documents are executed under delegated authority, a quarterly report must be submitted to the Board; and
- Each signing officer shall obtain the approval of the Regional Solicitor or his or her designate as to form and content prior to executing any document pursuant to this By-law.

In accordance with the Purchasing By-Law No. 6-14, a quarterly report is required to advise the Board of the following matters:

- The award of any contract as a result of a request for tenders; and
- The award of any contract as a result of a request proposal and awarded by the Deputy Chief or Chief of Police; and
- Any expenditures made as a change in scope/additional deliverables.

In accordance with the Execution of Documents By-Law No. 08-15, the agreements and other undertakings that have been executed within the third quarter of 2015 are identified in Appendix 1. Appendix 2 outlines the agreements and undertakings in accordance with the Purchasing By-Law No. 06-14. All amounts listed exclude taxes. It is therefore recommended that the execution of documents and purchasing first quarter report be received.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:ac

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In accordance with the Execution of Documents By-Law No. 08-15, the agreements and other undertakings that have been executed within the first quarter of 2016 are outlined below in Appendix 1.

**Appendix 1 - Execution of Documents By-Law No. 08-15**

<b>Contracts and Agreements</b>		
<b>Parties</b>	<b>Expiry Date</b>	<b>Amount</b>
Her Majesty the Queen in Right of Ontario, as represented by the Minister of Community Safety and Correctional Services and The Regional Municipality of York Police Services Board (YRPSB) – Proceeds of Crime CISO Grant – Provincial Electronic Surveillance Equipment Deployment Fund (PESEDP)	June 30, 2016	\$100,000
York Regional Police Services Board and York Region Centre for Community Safety - Community Legal Clinic of York Region - Lease/Sub Lease	June 30, 2016	N/A
Ontario Provincial Police (OPP) and York Regional Police (YRP) - MOU re sharing of services to Intercept private communications	November 1, 2017	N/A
Ontario Provincial Police (OPP) and York Regional Police (YRP) - MOU re sharing of services to monitor private communications	November 1, 2017	N/A
Ontario Provincial Police (OPP) Provincial Repeat Offender Parole Enforcement (ROPE) and YRP - Agreement amended to extend the term of the original Assignment Agreement	January 31, 2019	Salary to be reimbursed by OPP to maximum salary \$76,695.97 and overtime \$12,420.04
The Niagara Regional Police Service and The Regional Municipality of York Police Services Board - Ontario Police Video Training Alliance (OPVTA) Agreement for purchase of membership and provision of police training videos	December 31, 2016	\$23,750
The Regional Municipality of York Police Services Board (YRPSB) and Technor Developments Limited - Agreement to lease intermittently the property located at 72 Regent Street, Richmond Hill for ERU training	November 9, 2016	N/A

<b>Parties</b>	<b>Expiry Date</b>	<b>Amount</b>
The Regional Municipality of York and York Regional Police - Agreement re YorkLEADS (York Leadership Education, Assessment & Development Support) to purchase rights to use "Leading with Impact: Your Ripple Effect" in the Leadership Curriculum	N/A	\$43,750*
The Regional Municipality of York Police Services Board (YRPSB) and Township of King - Rental Agreement for Trisan Centre	March 31, 2017	\$3,000
<b>Total Expenditures</b>		<b>\$170,500</b>

\*Amounts in \$US have utilized a foreign exchange assumption of \$1.25 and reported in \$CA.

For comparison purposes, the delegation of authority for contracts and agreements in the first quarter 2015 was \$2,376,190, excluding HST.

In accordance with the Purchasing By-Law 6-14, the agreements and other undertakings that have been executed within the first quarter of 2016 are outlined below in Appendix 2.

**Appendix 2 - Purchasing By-Law No. 06-14**

<b>Tender Approvals, Request for Proposals and Scope/Additional Deliverables</b>			
<b>Description</b>	<b>No. of Bids</b>	<b>Award Date</b>	<b>Value</b>
<b>Tender Award (T-15-19):</b> Wide Area Network Services <b>Vendor:</b> Bell Canada <b>Term of Contract:</b> 3 Years with 2 one year optional extensions	2	January 18, 2016	\$501,832
<b>Tender Award (T-16-01):</b> Supply and Delivery of Uniform and Dress Shirts <b>Vendor:</b> (1)Perfection Inc. (2)The Uniform Experts of North America Inc. <b>Term of Contract:</b> One Year with a 1 year optional extension	6	March 8, 2016	(1) \$290,000  (2) \$71,400
<b>Tender Award (T-16-03):</b> Supply and Delivery of Two 2016 Toyota Camrys; One 2016 Toyota Venza; 1 2016 Toyota RAV4 <b>Vendor:</b> Don Valley North Toyota, A Division of Weins Canada Inc. <b>Term of Contract:</b> One Time Purchase	5	February 9, 2016	\$94,771
<b>Tender Award (T-16-04):</b> Supply and Delivery of Eight 2016 Ford Police Interceptor AWD Sedans <b>Vendor:</b> Blackstock Ford Lincoln <b>Term of Contract:</b> One Time Purchase	5	February 24, 2016	\$212,832
<b>Tender Award (T-16-06):</b> Supply and Delivery of six 2016 Ford Fusions; one 2016 Ford F150 Supercrew 4x4 <b>Vendor:</b> East Court Ford Lincoln <b>Term of Contract:</b> One Time Purchase	1	March 8, 2016	\$189,506
<b>Tender Award (T-16-07):</b> Supply and Delivery of 27 2016 Ford Police Interceptor Utility Vehicles <b>Vendor:</b> Yonge-Steeles Ford Lincoln Sales <b>Term of Contract:</b> One Time Purchase	3	March 11, 2016	\$880,737
<b>Contract Extension: (PO# 83859):</b> Supply and Delivery of Soft Body Armour <b>Vendor:</b> Pacific Safety Products <b>Reason:</b> To extend the contract for the fourth option year (year 5)		January 8, 2016	\$273,451  Contract Total to Date: \$1,733,864

<b>Tender Approvals, Request for Proposals and Scope/Additional Deliverables</b>			
<b>Description</b>	<b>No. of Bids</b>	<b>Award Date</b>	<b>Value</b>
<b>Contract Extension:</b> (PO#83920): Supply and Delivery of Windstopper Sweaters <b>Vendor:</b> Ingo Global Inc. <b>Reason:</b> To extend contract for the first option year (year 3)		January 19, 2016	\$35,750  Contract Total to date: \$151,500
<b>Contract Extension:</b> (PO#83687): Supply and Delivery of Safety Boots <b>Vendor:</b> Work Authority <b>Reason:</b> To extend the contract for the first option year (year 3)		February 1, 2016	\$113,815  Contract Total to Date: \$334,815
<b>Contract Extension:</b> (PO#86355): Year Round Grounds Maintenance Services at York Regional Police Headquarters, Aurora. <b>Vendor:</b> Stilescape Inc. <b>Reason:</b> To extend the Contract for the first option year (year 2 of the contract)		March 10, 2016	\$70,711  Contract Total to date: \$140,036
<b>Contract Extension:</b> (PO#85375): Supply and Delivery of Police Vehicle Emergency Equipment <b>Vendor:</b> Mega-Technical Holdings Ltd. <b>Reason:</b> To extend the contract for the first option year (year 2)		March 21, 2016	\$95,000  Contract total to date: \$198,450
<b>Contract Action Request</b> (PO#87834) <b>Vendor:</b> Bell Canada <b>Reason:</b> Scope Change – To add an existing contract for CSV to the new WAN contract increasing the monthly payment.		February 16, 2016	\$29,377  Contract Total to Date: \$342,037
<b>Contract Action Request</b> (PO#83718) <b>Vendor:</b> Motorola Solutions Canada <b>Reason:</b> Scope Change – Additional purchase of mobile radios for growth and to replace older models.		November 15, 2015	\$1,833,015  Contract total to date: \$23,823,183
<b>Total:</b>			<b>\$4,692,197</b>

For comparison purposes, the delegation of authority for Purchasing By-law No. 06-14 items in the first quarter 2015 were \$598,893 excluding HST.

**CO-OPERATIVE PURCHASING**

In the first quarter of 2016, the following co-operative purchase orders were initiated under section 13 of Purchasing By-law No. 06-14:

**Co-Operative Purchasing Agreements**

<b>Description</b>	<b>Co-ordinating Agency</b>	<b>Contract End</b>	<b>Vendor(s)</b>	<b>Value</b>
<b>Award (PO# 87730):</b> Supply and Delivery of two 2016 Harley Davidson FLHTP Motorcycles	Ontario Shared Services OSS-00163907	October 2016	Davies Harley Davidson	\$57,678
<b>Award (PO#87902)</b> Supply and Delivery of one 2016 Toyota RAV4 Hybrid	Ontario Shared Services OSS-00163907	October 2016	Stouffville Toyota	\$32,330
<b>Award (PO#87870):</b> Supply and Delivery of one 2016 Chevrolet Silverado 2x4	Ontario Shared Services OSS-00163907	October 2016	New Roads Automotive Group Ltd.	\$26,988
<b>Award (PO#87871):</b> Supply and Delivery of one 2016 Ford Escape	Ontario Shared Services OSS-00163907	October 2016	Yonge-Steeles Ford Lincoln Sales Limited	\$21,947
<b>Award (PO#87973):</b> Supply and Delivery of one 2016 Ford Edge	Ontario Shared Services OSS-00163907	October 2016	Shanahan Ford Lincoln Sales	\$28,949
<b>Award (PO#87988):</b> Supply and Delivery of one 2016 VW Passat	Ontario Shared Services OSS-00163907	October 2016	Maple Volkswagen	\$24,000
<b>Award (PO#88055)</b> Supply and Delivery of one 2016 Chevrolet Equinox	Ontario Shared Services OSS-00163907	October 2016	Highland Chevrolet Buick GMC Cadillac	\$26,513
<b>Award (PO#88185):</b> Supply and Delivery of one 2016 Toyota Sienna	Ontario Shared Services OSS-00163907	October 2016	Weins Canada	\$29,032
<b>Award (PO#88217)</b> Supply and Delivery of Original Equipment Manufacturer Parts/Equipment – Ford Vehicles (North Area)	Region of York (T-16-24)	April 2019	Shanahan Ford Lincoln Sales	\$326,530
<b>Award (PO#88216)</b> Supply and Delivery of Original Equipment Manufacturer Parts/Equipment – Ford Vehicles (South Area)	Region of York (T-16-24)	April 2019	Yonge-Steeles Ford Lincoln Sales Limited	\$378,350
<b>Award (PO#88102)</b> Supply and Delivery of Computer Hardware	Ontario Education Collaborative Marketplace (OECM) OECM-C-2011-132	January 2017	Dell Canada Inc.	\$663,000 (including HST)

<b>Award (PO#87799)</b> Supply and Delivery of Training Ammunition	Toronto Police Service RFQ#1145355- 14	December 2016	Lloyd Libke Police Sales	\$147,920
<b>Total</b>				<b>\$1,763,237</b>

For comparison purposes, the delegation of authority for co-operative purchasing items in the first quarter of 2015 was \$6,110,068 excluding HST.

THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**Annual Report on Freedom of Information Access Requests**

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**RECOMMENDATION**

1. That the Board receive this report in accordance with its By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests.

**SYNOPSIS**

The Freedom of Information Unit received 3,643 requests for access to York Regional Police records and responded to four appeals to the Information and Privacy Commissioner in 2015.

**FINANCIAL IMPLICATIONS**

Not Applicable.

**BACKGROUND**

The *Municipal Freedom of Information and Protection of Privacy Act* (the "Act") provides a right of access to information under the control of institutions in accordance with the principles that information should be available to the public, necessary exemptions from the right of access should be limited and specific, and decisions on the disclosure of information should be reviewed independently of the institution controlling the information.

The Act protects the privacy of individuals with respect to personal information about themselves held by institutions and provides individuals with a right of access to that information.

The Freedom of Information Unit (“FOI Unit”) processes requests for access to York Regional Police records from members of the public, government agencies and other organizations. The FOI Unit also responds to appeals to the Information and Privacy Commissioner (the “IPC) and acts as a resource for York Regional Police members with respect to privacy legislation and the sharing of police records.

In accordance with section 5.1 of By-Law No. 09-15, a By-Law to Establish Administration Policies for *Municipal Freedom of Information and Protection of Privacy Act* Access Requests:

*The Chief of Police shall report to the Board annually on access requests under the Act for the York Regional Police and it shall include the following information as it compares with the previous year:*

- *total number of access requests;*
- *total number of appeals; and*
- *outcome of the appeals.*

In 2015, the FOI Unit received 3,643 access requests as compared to 3,405 requests in 2014.

Four of the FOI Unit’s access decisions were appealed to the IPC in 2015 as compared to three appeals in 2014.

One appeal was successfully resolved through mediation. The remaining three appeals are still pending before the IPC.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

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THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**Forfeited Offence-Related Property / Proceeds of Crime /  
Civil Remedies for Illicit Activities (CRIA)**

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**RECOMMENDATION**

1. That the Board receive this report for its information.

**SYNOPSIS**

This report outlines the methods available to law enforcement and government to seize cash and assets that are used or gained by criminals through their involvement in illicit activities. It describes how the seized assets are managed, converted to cash and distributed to the Federal and Provincial Governments in accordance with the Forfeited Property Sharing Regulations and the *Civil Remedies Act*.

**FINANCIAL IMPLICATIONS**

The amount of cash and assets turned over to the Seized Property Management Directorate (SPMD), Civil Remedies (CRIA) and the Ontario Ministry of the Attorney General (MAG) by York Regional Police for the provincial fiscal year ending March 31, 2016 was \$1,740,478.

During the period from April 1, 2015 to March 31, 2016, York Regional Police received a total of \$10 million in provincial grant funding. The Proceeds of Crime grant program provided \$533,098 for the following initiatives:

- \$100,000 for operating costs of lawful access equipment; and,
- \$433,098 for the cost of Internet Child Exploitation (ICE) activities.

The remaining provincial grant funding initiatives were not directly related to the forfeiture process.

## **BACKGROUND**

Criminal organizations pose a significant threat to the safety and security of our communities. One of the primary motivators of crime is profit. Depriving criminals of wealth acquired through crime, and property utilized to facilitate crime, is an effective crime reduction strategy that has evolved as an essential element of police efforts to investigate, disrupt and dismantle criminal organizations.

The Proceeds of Crime legislation in Canada has been designed to combat organized and serious crime by giving the judicial system the ability to seize and forfeit property used to facilitate the activities of these organizations and their related criminal activities (offence-related property), as well as the seizure and forfeiture of assets derived from the commission of crimes (proceeds of crime). Similarly, the Province of Ontario introduced legislation with the implementation of the *Ontario Civil Remedies Act (2001)*, details of which are provided later in this report.

Offence-related property is defined in the *Criminal Code* as any property, within or outside of Canada:

- by means or in respect of which an indictable offence under this Act is committed;
- that is used in any manner in connection with the commission of an indictable offence under this Act; or,
- that is intended for use for the purpose of committing an indictable offence under the Act.

Proceeds of Crime is defined in the *Criminal Code* as any property, benefit or advantage, within or outside Canada, obtained or derived directly or indirectly as a result of:

- the commission in Canada of a designated offence; or,
- an act or omission anywhere that, if it had occurred in Canada, would have constituted a designated offence.

The following steps outline the investigative and court process that result in offence-related property and proceeds of crime being forfeited to the Seized Property Management Directorate:

- Offence-related property and proceeds of crime are seized incident to arrest or under the authority of a special search warrant. Police then obtain a management order or a restraint order authorized by a judge or justice.

- Custody of seized assets is then turned over to the Seized Property Management Directorate (SPMD) who engages the appropriate professionals to manage, maintain and safeguard the assets seized or restrained under specific sections of the *Criminal Code*, the *Controlled Drugs and Substances Act* and the *Proceeds of Crime and Terrorist Financing Act* until the legal proceedings are concluded.
- If the accused is found guilty, sentencing may include the forfeiture of the seized assets. If there are no appeals, SPMD begins the process of disposing of the assets. Normally, SPMD utilizes public sales and auctions to ensure market value is obtained. Proceeds of these funds are then distributed by the Attorney General of Canada to the Federal and Provincial Governments in accordance with the *Forfeited Property Sharing Regulations*.

For federal proceeds of crime funds, monies returned to the Province of Ontario are split. The Ministry of Community Safety and Correctional Services (MCSCS) receives 75 percent and the Ministry of the Attorney General (MAG) receives 25 percent. For successful provincial proceeds of crime prosecutions, MCSCS receives 60 percent and MAG 40 percent.

No portion of these funds are distributed directly to York Regional Police or to any other police service involved in the seizure of the goods. York Regional Police can only access these funds through Provincial Government grant opportunities.

Offence-related property and proceeds of crime seized by York Regional Police in recent years include money seized, residences used in the cultivation and/or production of illicit drugs and the production of counterfeit documents, vehicles being operated by impaired drivers, drug traffickers, human trafficking, robberies and an airplane used to traffic drugs.

When law enforcement is unable to seize assets pursuant to a criminal investigation, a referral can be made to Civil Remedies for Illicit Activities (CRIA). This process is described below; however, it should be noted that CRIA may conduct its own parallel investigation from the onset and intervene should an issue arise that would affect criminal forfeiture.

The *Ontario Civil Remedies Act (2001)* was the first of its kind in Canada. It permits a civil court, at the request of the Attorney General, to freeze, take possession of and forfeit to the Crown, property acquired through or likely to be used for unlawful activity; property includes all types of assets, such as real estate, cars and cash.

Civil Remedies for Illicit Activities (CRIA) is a government body that enforces the *Ontario Civil Remedies Act (2001)*. In Ontario, civil forfeiture legislation focuses solely on the connection between property and unlawful activity and is not dependant on any criminal charges or convictions. The standard of proof required for civil forfeiture is the same as in all civil suits, a balance of probabilities.

There are four types of civil cases that the Attorney General of Ontario can bring under the *Ontario Civil Remedies Act (2001)*:

- In a proceeds case, the Attorney General must establish that property was acquired as the result of unlawful activity. If proven, this property may be forfeited to the Crown by an order of the Ontario Superior Court of Justice.
- In an instrument of unlawful activity case, the Attorney General must establish that the property in question is likely to have been used to engage in unlawful activity that could

result in the acquisition of other property, including money, or in serious bodily harm to any person. Property in this context means real or personal property and includes any interest in property used to facilitate an unlawful activity. Where the Attorney General establishes that the property is an instrument, often from past use of the property, in an unlawful activity, the Ontario Superior Court of Justice may order that the property be forfeited to the Crown.

- In a conspiracy case, the Attorney General must establish that two or more people conspired to engage in unlawful activity where they knew or ought to have known that the activity would likely result in injury to the public. The Ontario Superior Court of Justice may award damages for that injury or issue preventative orders.
- Unlawful activities related to road safety involves any vehicle that was or is likely to be engaged in vehicular unlawful activities, such as Impaired Driving, Fail to Comply with Breath Demand, Impaired Driving Causing Bodily Harm or Death, Driving while Suspended for one of these offences, and is owned or is in the care, control or possession of a person whose driver's license has been suspended under the *Highway Traffic Act* for vehicular unlawful activities two or more times within the past ten years; this criterion was new as of February 2008.

The Superior Court of Justice must approve all steps in a civil forfeiture proceeding under the Act. The *Civil Remedies Act* authorizes the Court to order the preservation of money or property to prevent it from being sold or mortgaged. If the government then proves its case, the Court can order the money or property to be forfeited to the Crown. The onus is on the government to prove its case.

The process for civil forfeiture begins when an institution designated in the Act, such as a police service or government ministry, submits a case to the reviewing authority, specifically an independent Crown counsel in the Ministry of the Attorney General. Counsel reviews the case and decides whether the statutory criteria in the *Civil Remedies Act* have been met. The case information is then forwarded to the Ministry's CRIA office that is responsible for enforcing the Act. CRIA lawyers bring proceedings to court on behalf of the Attorney General.

CRIA's Director of Asset Management – Civil is responsible for taking possession of and preserving, managing, disposing of or otherwise dealing with all property under preservation or forfeited to the Crown.

Forfeited property is converted to cash and deposited into the *Civil Remedies Act* special purpose account. The Act allows for disbursement as follows:

- Victim Compensation – Victims of the unlawful activity that has given rise to forfeiture may submit a claim for compensation.
- Cost Recovery – Funds may be used for cost recovery to the Crown. Although the Crown is entitled to recover its costs first, the practice to date has been to compensate victims first.
- Grants – Funds remaining after cost recovery and victim compensation may be disbursed from grants for programs to assist victims or prevent victimization. Organizations eligible for grants are designated by the court and include law enforcement agencies and Ontario government ministries, boards and commissions.

These institutions must meet the established criteria and submit a project proposal outlining how the grant will assist victims of unlawful activities or prevent victimization.

Under the authority of a Court Order, for the fiscal year ending March 31, 2016, York Regional Police turned over a total of \$1,740,478 in cash and assets to SPMD, CRIA and MAG.

The following chart identifies the number of forfeiture cases York Regional Police forwarded to the above agencies in 2014, 2015, and 2016 as well as the value of cash and assets seized by York Regional Police and forfeited. The value of the forfeitures is based upon a gross value of assets and does not reflect the expenses associated to the management, remediation, or the dispersal of the property.

**York Regional Police Offence-Related Property/Proceeds of Crime Forfeitures**

<b>Year Ending</b>	<b>Number of Cases</b>	<b>Gross Value of Forfeitures</b>
March 31,2014	96	\$1,439,428
March 31,2015	183	\$971,470
March 31,2016	234	\$1,740,478
TOTAL	513	\$4,151,376

The Seized Property Management Directorate has completed its reports for the year end which have been submitted to the Department of Justice. Release or disbursement of any funds cannot be disclosed until the reports have been approved; therefore, figures are not available.

The primary goal of the aforementioned legislation is to disrupt and dismantle criminal organizations. Removal of proceeds of crime and properties used to facilitate these crimes is a strong deterrent to criminal activity. In addition, the funds derived by this process are used in part to benefit victims of crime and/or are re-invested into community safeguards.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ: hdr

Accessible formats or communication supports are available upon request.



THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD

REPORT OF THE CHIEF OF POLICE

MAY 27, 2016

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**2017-2019 Business Plan:  
2016 Environmental Scan Highlights Report**

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**RECOMMENDATION**

1. That the Board receives this report for its information.

**SYNOPSIS**

In accordance with the *Police Services Act*, Adequacy Standards Regulation 3/99, York Regional Police and the Regional Municipality of York Police Services Board are currently developing the 2017-2019 Business Plan which will address the objectives and core business functions of our Service over the next three years.

Section 30(1) of the Adequacy Standards Regulation requires that every board shall prepare a business plan at least once every three years that is developed in consultation with its municipal council, school boards, community organizations and groups, businesses and members of the public. Police Services Board Policy 03/10 Framework for Business Planning further details the process for development of the York Regional Police Business Plan and specifies that it shall include an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community.

Further to this requirement, Appendix A, the 2016 Environmental Scan Highlights Report, is attached. The scan provides an overview of the internal and external influences and trends in our operating environment that will have an impact on the delivery of police services in the coming years. By identifying these factors we will ensure that our Plan reflects and responds to the changes and challenges ahead.

## **FINANCIAL IMPLICATIONS**

None

## **BACKGROUND**

The environmental scan is an essential component of the business planning process as it identifies, analyzes and monitors environmental factors that can impact the delivery of police services in the future. These factors include regional, demographic and socio-economic trends; crime, calls for service and resource trends; and public safety and legislative impacts at the federal, provincial and municipal levels. The environmental scan draws from a multitude of government and open sources to provide a comprehensive overview of what changes are occurring and are likely to change in the future.

## **ENVIRONMENTAL SCAN HIGHLIGHTS**

### Demographic and Social Trends

- York Region's population is expected to grow to 1,790,000 residents by 2041, a 54% increase from 2015.
- All municipalities experienced growth from 2011 to 2015, with the southern municipalities recording the greatest increase in population.
- Urbanization and intensification is expected to continue.
- The Region's population is expected to continue aging.
- Ethnic, linguistic and cultural diversity of the population is expected to continue.
- Residents are well educated with high participation levels in post-secondary education.
- There is continued positive employment growth; however, the income gap between high and low income earners continues to expand.
- Increasing housing costs have created affordability issues and impacts personal income expenditures.

### Crime Trends

- York Region has maintained a low overall crime rate that ranks first/lowest across the nation when compared to the eight regional/municipal police services serving the largest populations.



- York Region maintains a low crime rate in all three categories of Crimes Against Persons, Crimes Against Property and Total Criminal Code offences.
- Continued decline of York Region's Crime Severity Index which measures the severity of crime.
- The youth crime rate in York Region continues to decline.

#### Calls for Service

- Over the past three years York Regional Police has experienced a decrease in citizen generated calls for service; however, there has been an increase in non-criminal incidents (mental health issues, next of kin notifications, missing persons and motor vehicle collisions).

#### Police Resources

- At year-end 2015, York Regional Police's authorized strength included 1,562 sworn officers and 618 civilians.
- A total of 19% of sworn officers are female, which represents a 1% increase from 2013.
- A total of 17% of sworn officers are from diverse backgrounds, which represents a 0.6% increase from 2013.
- Within the next four years York Regional Police could potentially lose 234 sworn and 59 civilian members to retirement, which creates additional recruitment pressures.

#### Emerging Police Trends and Changing Public Safety Environment

- There is an increase in the fluidity and sophistication of organized crime.
- Technological crimes have increased due to advancements in technology. More Canadians are being impacted by fraud and more organized crime groups are using the internet to conduct illegal activities.
- Recent international and domestic extremist events have the potential to increase criminal acts associated with terrorism.
- Recent events have led to an increase in civil disobedience and public unrest which have required a police response.
- The current economic environment has led to heightened police scrutiny, which has required police services to become more fiscally responsible and efficient when delivering services.

York Regional Police uses a consultative approach when developing the business plan. In addition to the Environmental Scan, there have been other consultations and surveys with a multitude of internal and external stakeholders. The information gathered from these efforts will be taken into consideration in the development of goals and objectives for the York Regional Police 2017-2019 Business Plan and will ensure we continue to provide a high quality of service to the citizens of York Region.

Eric Jolliffe, O.O.M., BA, MA, CMM III  
Chief of Police

EJ:as

Appendix A: 2016 Environmental Scan Highlights Report

Accessible formats or communication supports are available upon request



Appendix A



**2016** | YORK REGIONAL POLICE ENVIRONMENTAL SCAN  
.....  
*Deeds Speak*





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## ENVIRONMENTAL SCAN HIGHLIGHTS

### Demographic and Social Trends

- By 2041, York Region's population is expected to grow to 1,790,000, a 54% increase from 2015.
- All municipalities experienced growth from 2011 to 2015, with the southern municipalities recording the greatest increase in population.
- The Region's population is expected to continue aging.
- Ethnic, linguistic and cultural diversity of the population is expected to continue.
- Increasing housing costs in York Region have created affordability issues and further impacts personal income expenditures.
- Interaction between York Regional Police and individuals with mental health issues has increased over the years.

### Crime and Public Safety Trends

- York Region's crime rate continues to rank amongst the lowest of the largest eight police services in Canada.
- York Region's total crime rate increased slightly from 2014 to 2015.
- York Region's youth crime rate decreased from 2014 to 2015.
- York Regional Police has experienced a decrease in calls for service; however there has been an increase in non-criminal incidents (mental health issues, next of kin notifications, missing persons and motor vehicle collisions).

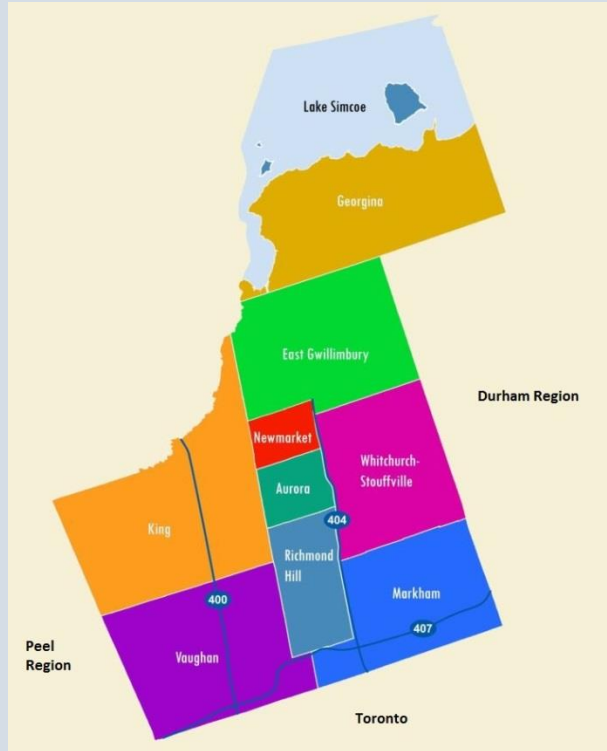
### The Changing Landscape of Policing

- Policing services are experiencing heightened public scrutiny.
- The current economic climate has led to more fiscal responsibility and efficiency of service delivery.
- Police services must continue to ensure future sustainability of police services.
- Technological advancements will allow police services to improve business processes and functions to enhance the quality of service provided to residents.

# DEMOGRAPHIC *and* SOCIAL TRENDS

## Overview

York Regional Police serves a population of *more than 1.1 million residents* living in nine municipalities. Our policing jurisdiction consists of *1,756 square kilometres of land* and 350 square kilometres of Lake Simcoe.



York Region’s nine municipalities include: *Aurora, East Gwillimbury, Georgina, King, Markham, Newmarket, Richmond Hill, Whitchurch-Stouffville and Vaughan*. Each is comprised of various mixtures of urban, suburban, and rural, with a high degree of urbanization concentrated in the Region’s south end.



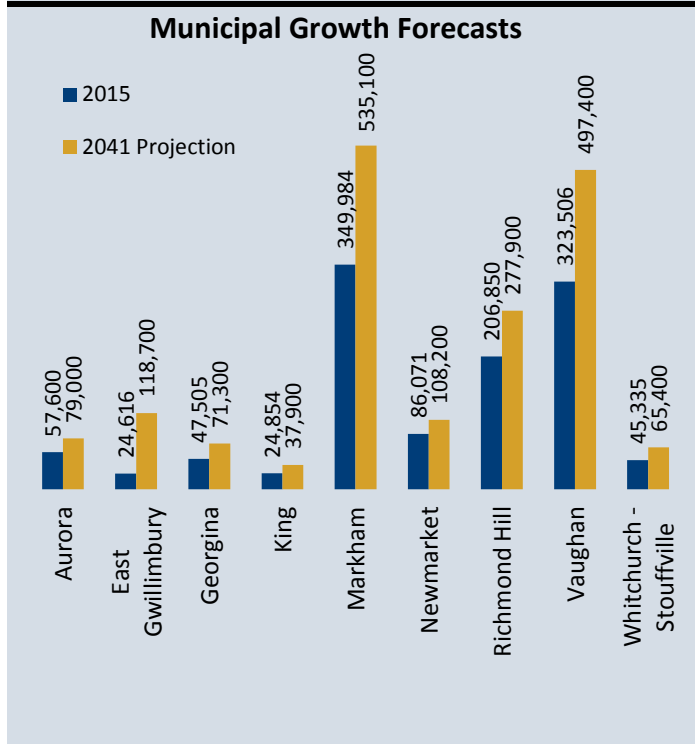
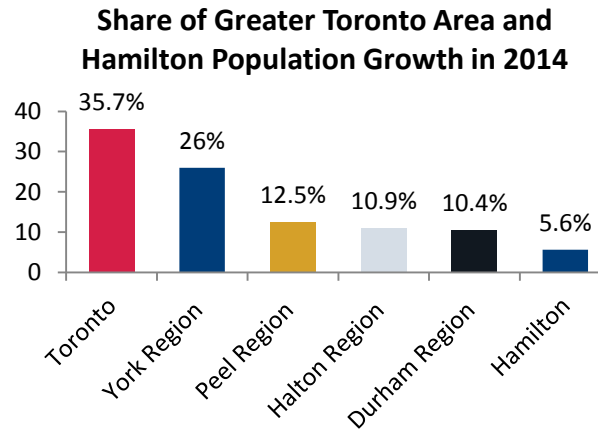


## Population Growth *and* Forecasts

The 2011 National Household Survey (NHS) cited York Region as the fastest growing census division in Ontario and the third fastest in Canada. York Region has experienced rapid growth and is forecasted to continue to have a high growth rate.

From 2006 to 2015, the population has increased by 23%. *By 2041, York Region is expected to grow to 1,790,000 residents, a 54% increase from 2015.*

Of the growth that occurred in 2014, York Region accounted for 26% of the population growth in the Greater Toronto Area and Hamilton.



All municipalities within York Region experienced growth from 2011 to 2015. *Markham, Vaughan and Richmond Hill recorded the greatest increases in population, and King experienced the greatest rate of growth at 21%.*

York Region's 2041 Preferred Growth Scenario *projects population growth to be highest in East Gwillimbury (382%), Vaughan (54%), Markham (53%), King (53%) and Georgina (50%).*



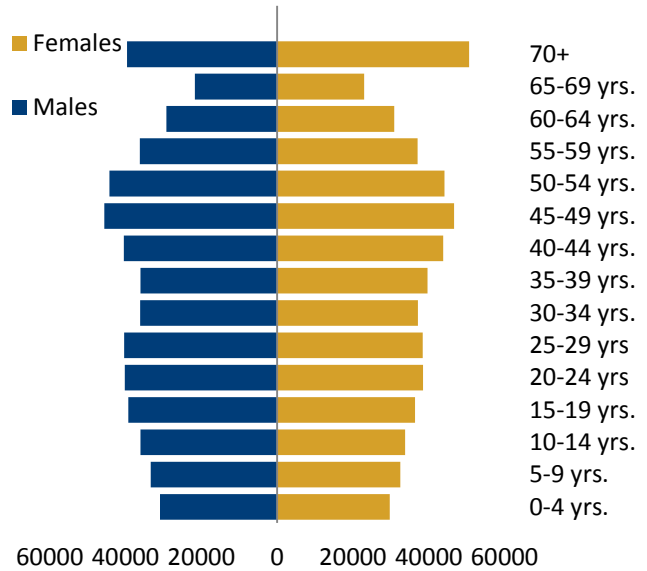


## Age Composition

York Region’s population grew across all age groups from 2006 to 2011. The Region had a greater proportion of children when compared to the Greater Toronto Area. However, the greatest growth rate was for residents aged 60 and over. The proportion of seniors in York Region is expected to increase by 65% between 2011 and 2021.

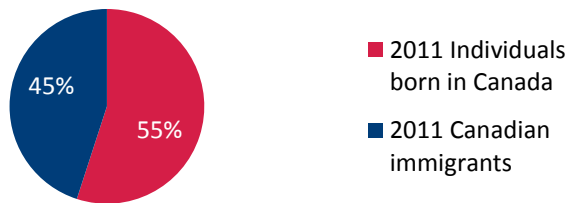
The increase of the seniors population will be triple the growth rate of York Region’s total population. *By 2031 the seniors population is forecasted to grow by 148%.*

2011 Age Composition



## Immigration

2011 York Region Population Breakdown



Based on the 2011 National Household Survey, **45% of York Region’s population was born outside of Canada.** Immigration has resulted in numerous communities throughout the Region that are ethnically, culturally, religiously and linguistically diverse. Immigration is anticipated to continue fueling population growth in the Greater Toronto Area.

At the national level, approximately two-thirds of population growth is attributed to immigration. The population of Canada is projected to become more culturally diverse as more people emigrate from other countries. Immigration remains the main source of population growth for Ontario. *By 2031, individuals belonging to a visible minority could exceed 40% in Ontario.*

## Ethnicity and Visible Minority Status

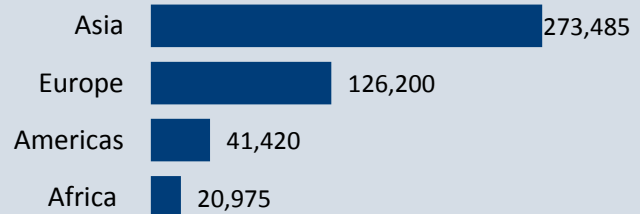
The ethnic composition of York Region’s residents is anticipated to shift due to the significant increase in immigration. This trend is expected to continue well into the future as immigration will be the main source of population growth.

*York Region is home to over 200 ethnicities*

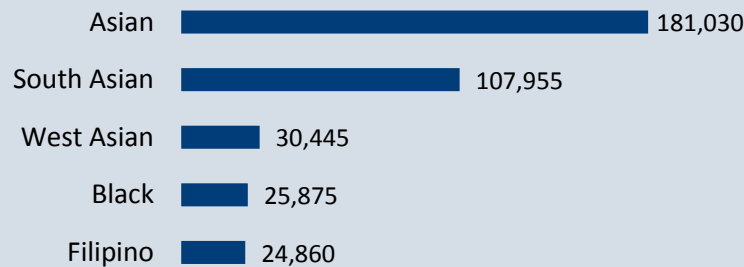
In 2011, the largest group of individuals born outside of Canada and living in York Region were born in Asia.



**2011 Immigrant Place of Birth**



**2011 Top 5 Visible Minority Groups**

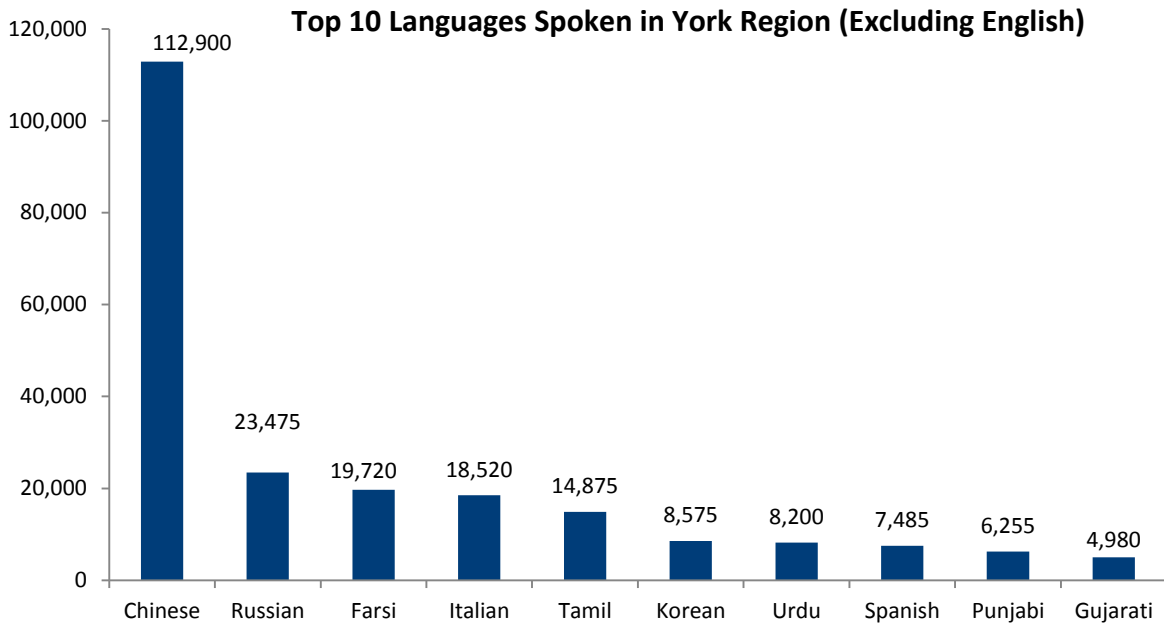


The top five visible minority groups represented approximately 35% of York Region’s total population in 2011. The two largest visible minority groups are individuals of Asian background followed by individuals of South Asian background. By comparison, York Region shared similar visible minority trends with the Region of Peel and the City of Toronto whose largest minority groups were those of Asian and South Asian background.

## Languages Spoken

York Region’s changing demographics have led to linguistic diversification across of the population. According to the 2011 National Household Survey, about *47% of York Region residents had mother tongue languages other than English and French*. There were approximately 48,500 residents who reported having no knowledge of English or French.

In 2011, the most commonly spoken language in York Region other than English was Chinese (includes Mandarin and Cantonese), followed by Russian and Farsi. Language diversification differs across the Greater Toronto Area; the Region of Peel’s top three languages were Punjabi, Urdu and Polish while the City of Toronto’s was Chinese, Tamil and Spanish.

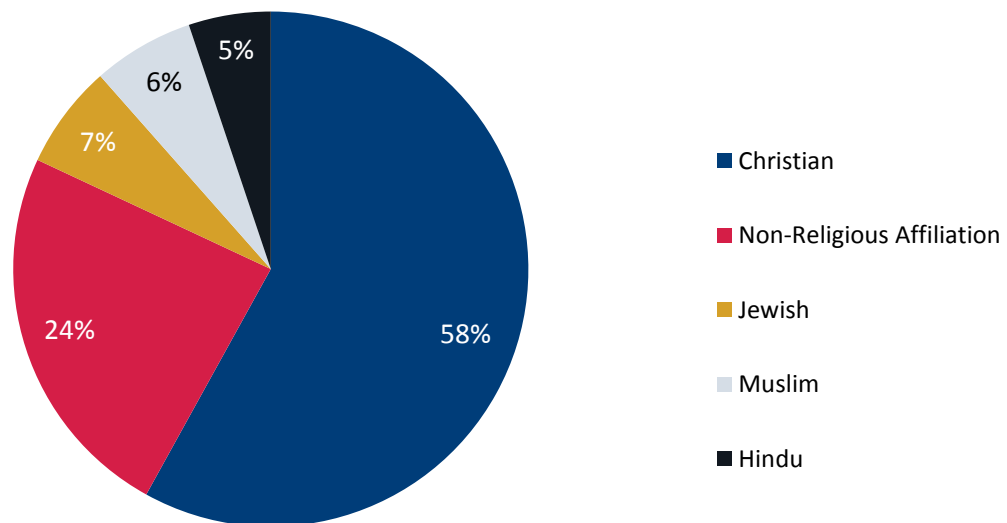


## Religious Affiliation



According to the 2011 National Household Survey, the most common religious affiliation in York Region was Christianity, followed by individuals with no religious affiliation, and Judaism.

Top 5 Religions in York Region



## SOCIO-ECONOMIC TRENDS

### Mental Health Issues

Mental health services provided by York Region health care providers continue to experience increased demands. In 2011, Southlake Regional Health Centre saw mental health related visits increase by 19% from the previous year. It is estimated that more than 1.5 million people in the Greater Toronto Area are affected by mental health issues.

*Approximately 10% of the Canadian population is affected by mental health and substance abuse issues.* Interaction between York Regional Police and individuals with mental health issues has risen over the years. From 2011 to 2015, calls for service involving individuals with a mental health issue increased by 32%.

According to Statistics Canada, 2.8 million Canadians aged 15 years and older reported symptoms consistent with one of the following in 2012:

- Major depressive episode
- Bipolar disorder
- Generalized anxiety disorder

Approximately 11 million Canadians aged 15 and older reported having one or more family members with a mental health problem. Those who cared for family members with a mental health issue were also affected. About 62% of people reported that their family member's problem affected their own mental health as they became worried, anxious or depressed.



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## Education

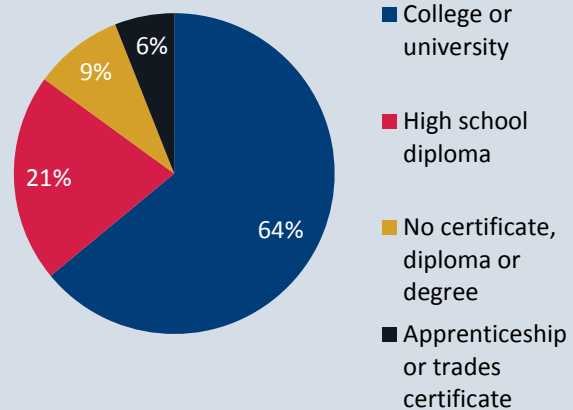
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The 2011 National Household Survey identified that a large portion of York Region’s residents are highly educated. *Over 70% of York Region’s working age population possessed a post-secondary education.* York Region had higher education levels when compared to neighbouring municipalities in the Greater Toronto Area.

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Statistics show that individuals with higher levels of education have better employment opportunities. York Region residents that have a post-secondary education have a lower unemployment rate (4.5%) than those who only have high school education (5.8%).

2011 York Region Education Levels



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## Families

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York Region is a place where people come to raise families and benefit from the Region’s high quality of life. According to the 2011 National Household Survey, there were 294,280 families living in York Region. Of the total number of families living in York Region, 81.4% were married couple families, 13.2% were lone parent families and 5.4% were common-law families. York Region had a higher proportion of married couples compared to the average for Ontario and Canada. A little over half (56.7%) of married couples living in York Region had children.



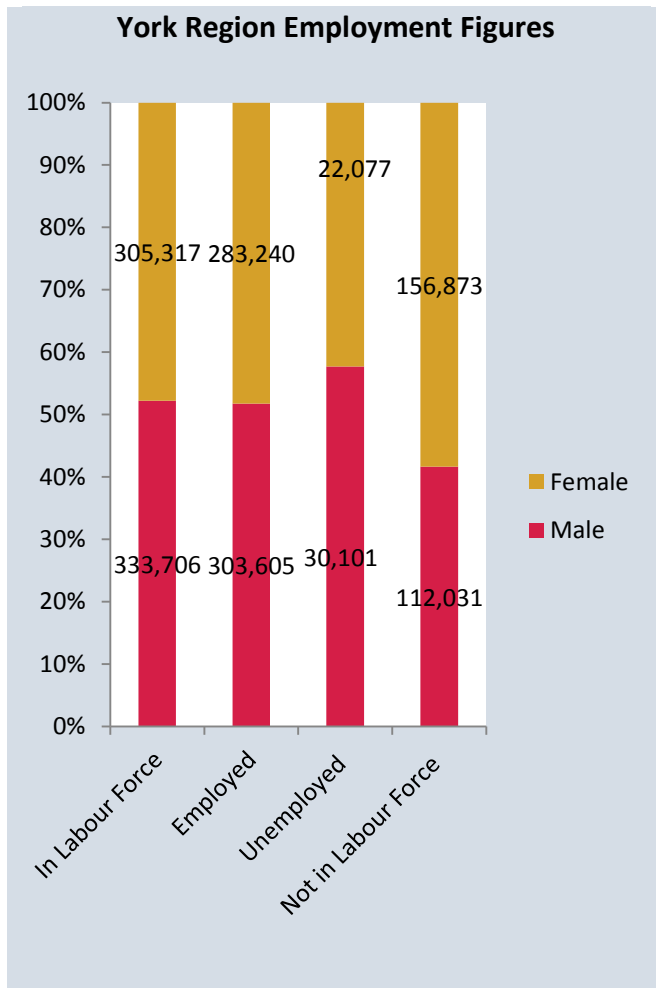




## Employment

York Region continues to attract employers as industries continue to grow throughout the Region. Between 2013 and 2014, employment opportunities increased by 2.4% in York Region. York Region’s employment growth surpassed the average growth of neighbouring municipalities, as well as the provincial and national averages.

York Region is expected to continue attracting employers well into the future. The employment population is estimated to reach 900,000 by 2041. The unemployment rate for York Region in 2014 was 6.2%. The Region had a lower unemployment rate than other municipalities in the Greater Toronto Area. Only 48.9% of workers in York Region hold permanent positions. Precarious employment rates in the Region are similar to Toronto.



In 2013, the largest employment sectors in York Region were (in no particular order):

- Manufacturing, wholesale trade, construction and transportation services
- Construction and utilities
- Retail or personal services
- Business services
- Institutional services

In 2015, the Vaughan Well-Being Report provided an in-depth look at the quality of life for residents living in Vaughan. The findings of the report identified that residents spent a lot of time driving rather than using public transit. A large amount of people living in Vaughan own their homes, however many of them spend more than a third of their income on housing costs. Residents do not have ample time to get involved in their community or engage in local politics due to long working and commuting hours.

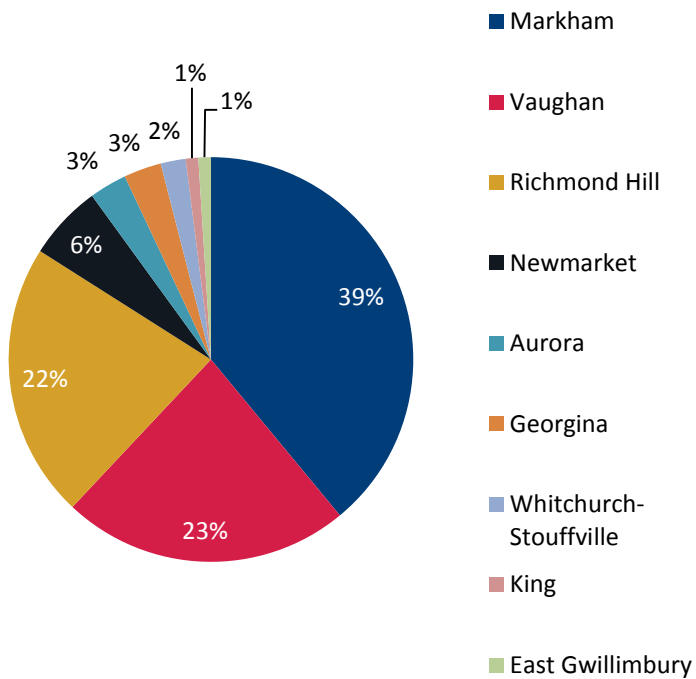
## Income

In 2011, York Region’s median household income was \$89,100. Families with children had a higher median income (\$112,971) than families without children (\$80,063). Single parent families in York Region had a median income of \$57,222, which is 49% lower than the median income for two parent families.

The gap between low and high income earners continues to widen. From 2000 to 2013, York Region’s low income population grew by 68%. The low income population grew across all age groups, but the fastest growing age group was seniors.

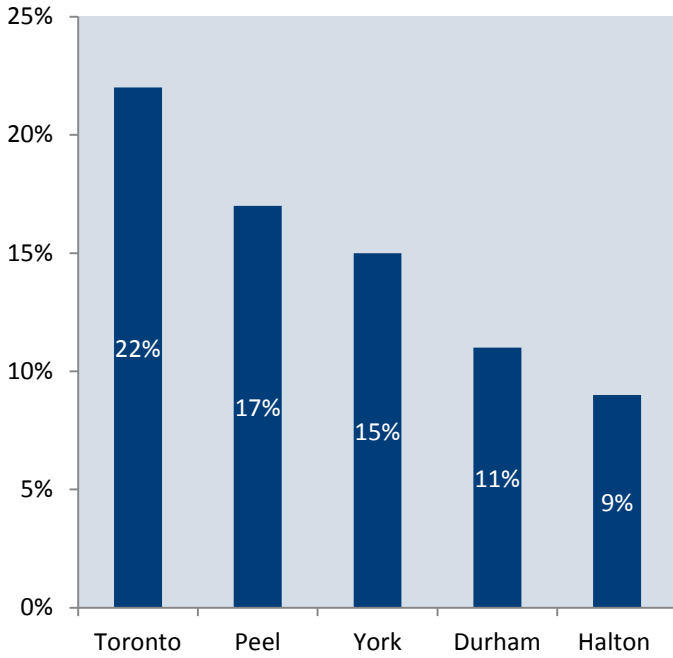
Seniors (65 and over) living with low income levels soared 206% while the working age group (18-64) increased by 76%.

**Distribution of York Region Residents Living with Low Income (2013)**





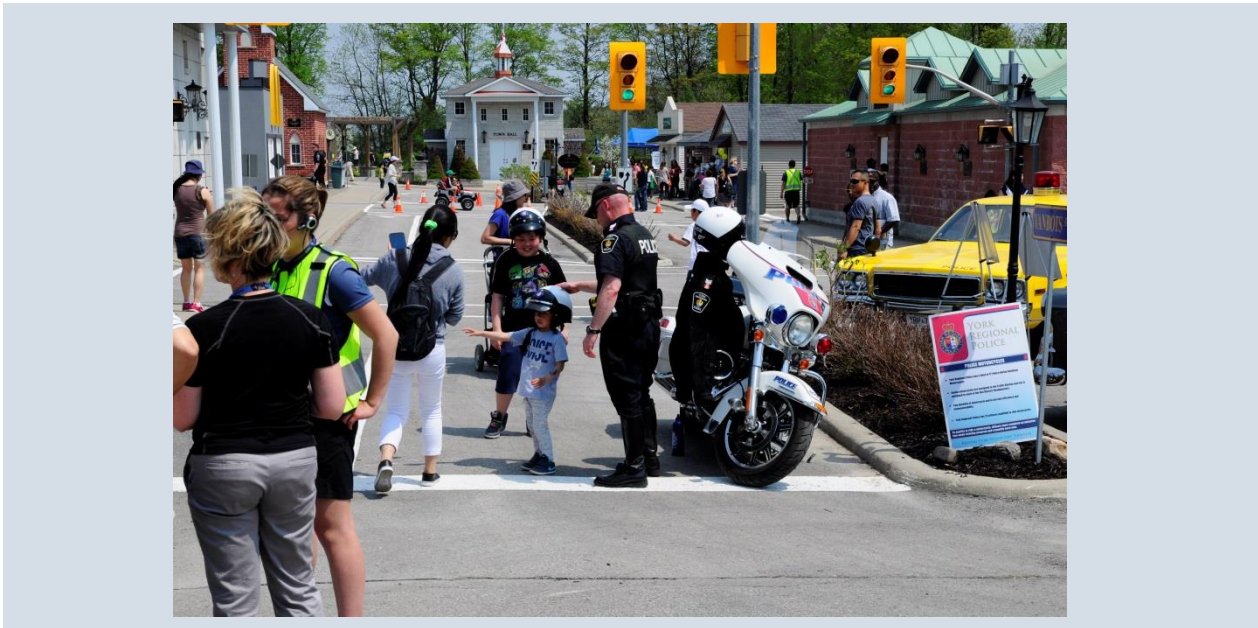
### Greater Toronto Area Low Income Level Rates



York Region’s low income level rates ranked third lowest (15%) when compared to other municipalities in the Greater Toronto Area. The southern municipalities of York Region are home to the largest portion of York Region’s low income earners:

- Markham (39%)
- Vaughan (23%)
- Richmond Hill (22%)

From 2011 to 2013, Richmond Hill, Markham and Newmarket had the highest increase in low income residents, while King and Georgina were the only two municipalities in York Region that did not experience an increase.





## Housing

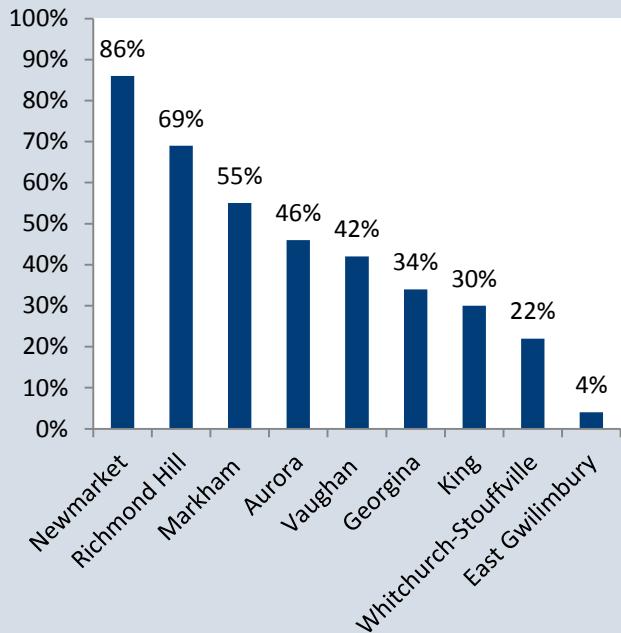
Housing prices in York Region experienced a record year in 2015. All housing type prices increased from 2014. The average sale price of a house in York Region reached \$627,395, which was a 9.2% increase from 2014.

The rising cost of rental units in York Region has led to an increased demand in social housing. In 2014, there were 11,456 households on the waiting list for York Region affordable housing, which represented a 33% increase from 2010.

According to the 2041 York Region Intensification Strategy, a variety of housing developments will continue to take place throughout the Region. Low density development will be the primary source of construction in the northern end of York Region; however Markham, Vaughan and Richmond Hill will undergo increased intensification as more high-rises are constructed.

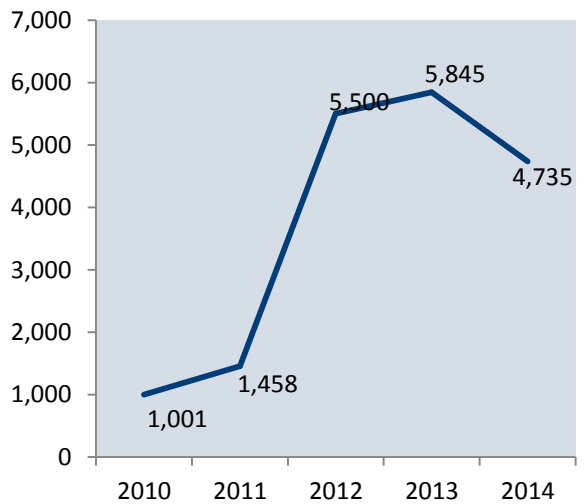
Shelters, such as Blue Door located in Newmarket, have experienced a steady increase in demand for services. *From 2010 to 2014, Blue Door had to turn away over 18,539 people due to a lack of available space.*

**2041 Municipal Urbanization Intensification Targets**



\*Intensification percentages refer to the share of higher density development taking place in each municipality.

**Individuals Turned Away from Blue Door Shelters**



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## Aging Population and Vulnerable Persons Trends

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As York Region’s population continues to age, individuals may become vulnerable to frauds and elder abuse. The changing demographics of the Region will have an impact on government services and future service delivery.

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Approximately 3% of the Canadian population has a reported vision or hearing disability that limits their daily activities. Canadians with disabilities had lower employment rates than those without disabilities.

The Region’s aging and vulnerable population will have an impact on York Regional Police and the service it provides. A future increase in elder abuse and crimes targeting seniors has the potential to increase calls for service.

The elderly and vulnerable populations are more at risk during a disaster event. They may require additional assistance during an emergency, placing additional pressure on police resources.



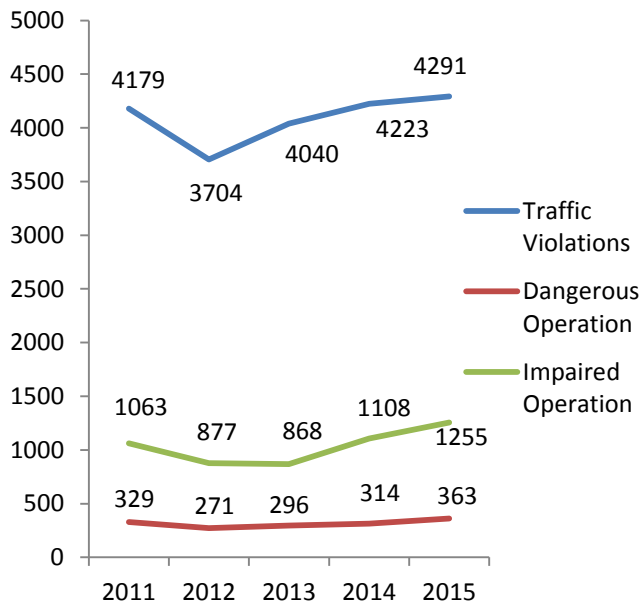


## Transportation

According to the 2011 National Households Survey, 84.8% of the total employed labour force commuted to work by personal vehicle, 11.8% by public transit, 3.3% walked or bicycled and 1% by other means.

The Region continues to invest in transportation infrastructure, with expansions well underway relating to the VIVA rapid transit lanes and Vaughan subway extension. The subway extension is expected to be completed by 2017 and the rapid transit lanes are in various stages of development. A possible expansion of existing highway infrastructure into Vaughan is also being explored by the Ontario Government.

York Regional Police Traffic Statistics



From 2012 to 2014, personal vehicles made 3.26 million daily trips in York Region. Congestion on arterial roads in the Region ranked third highest when compared to other municipalities in the Greater Toronto Area.

Travel times throughout York Region vary depending on the time of day:

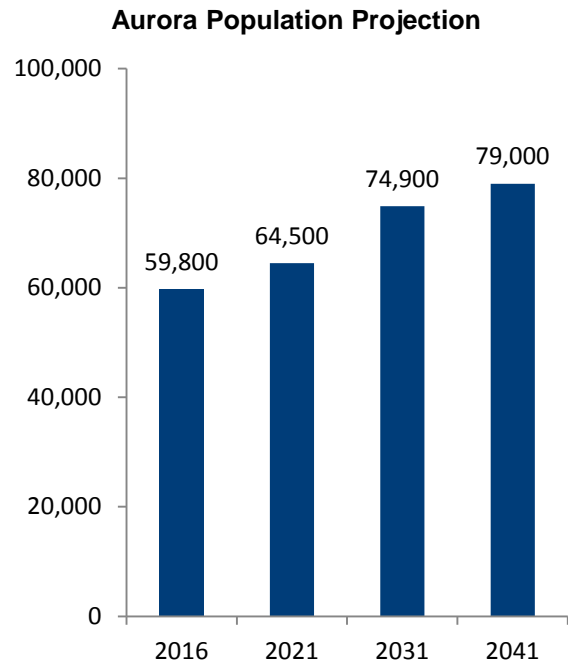
- Peak A.M periods take 1.5 times longer than non-peak periods.
- Peak P.M periods take 1.6 times longer than non-peak periods.

In 2014, Markham, Vaughan and Richmond Hill residents had the longest commute times.

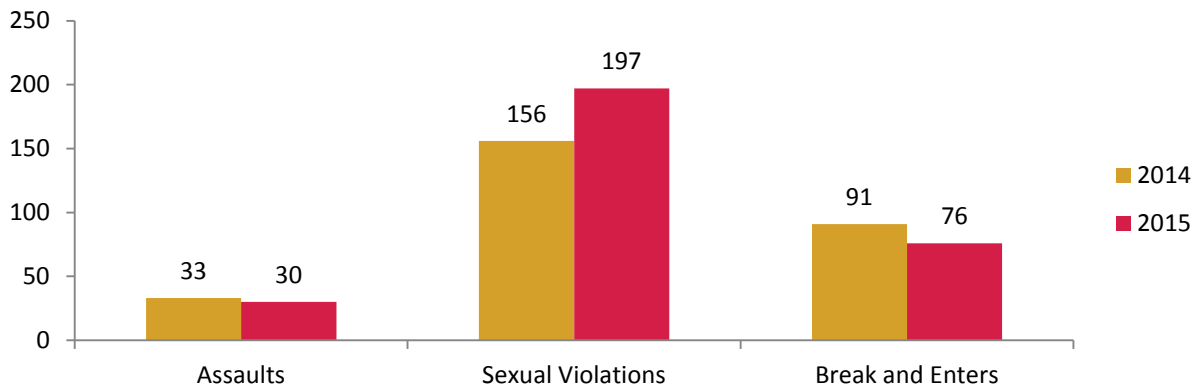
# MUNICIPAL PROFILES

## Aurora

- Median age: 39.5 (2011)
- 26.4% of the population were landed immigrants in 2011
- 17.9% of residents were visible minorities in 2011
- 9.1% of residents were low income in 2012



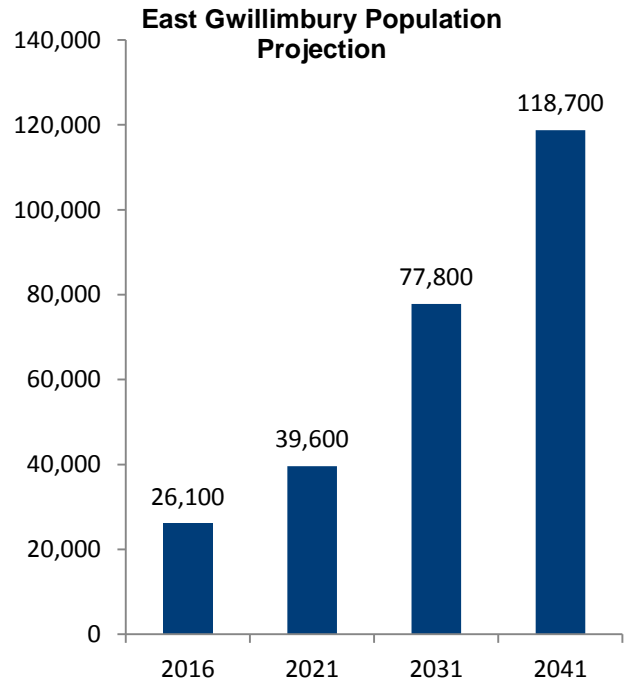
### 2015 Crime Highlights (Occurrences)



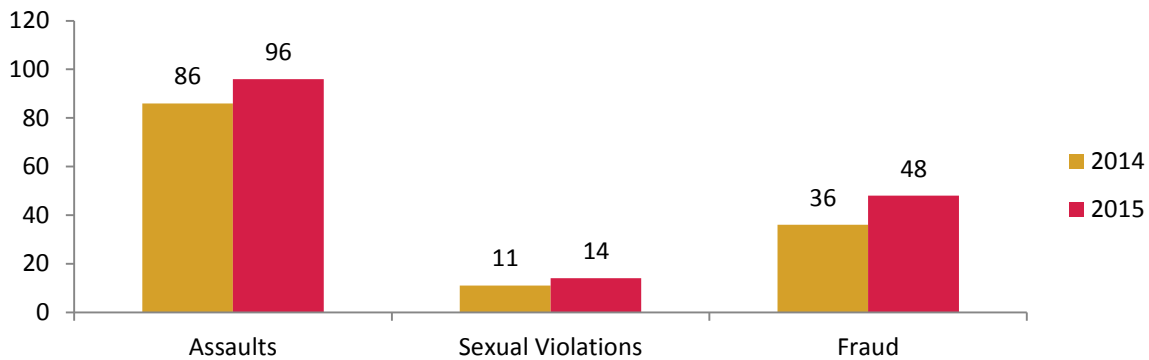
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Aurora increased 12.6% in 2015 from 2014. Crimes Against Persons increased 27.9%, and Crimes Against Property increased 7.5%.

## East Gwillimbury

- Median age: 41.8 (2011)
- 15.5% of the population were landed immigrants in 2011
- 5.8% of residents were visible minorities in 2011
- 9.0% of residents were low income in 2012



### 2015 Crime Highlights (Occurrences)



Overall, Total Criminal Code & Federal Violations (excluding traffic) in East Gwillimbury increased 0.5% in 2015 from 2014. Crimes Against Persons increased 5.7%, and Crimes Against Property increased 1.2%.

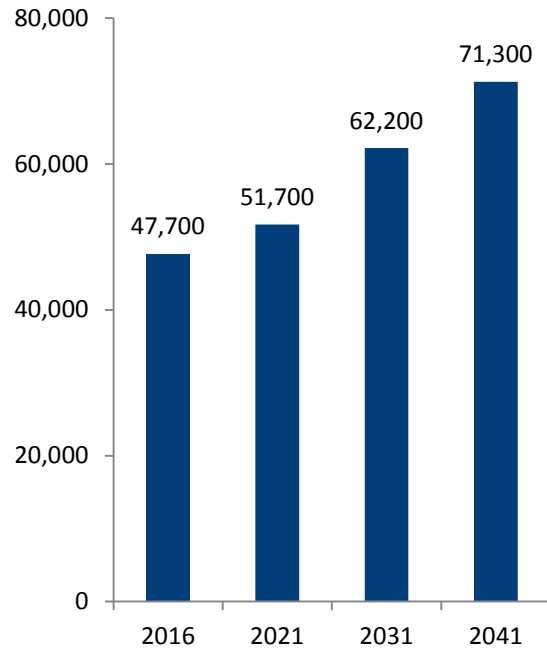


## Georgina

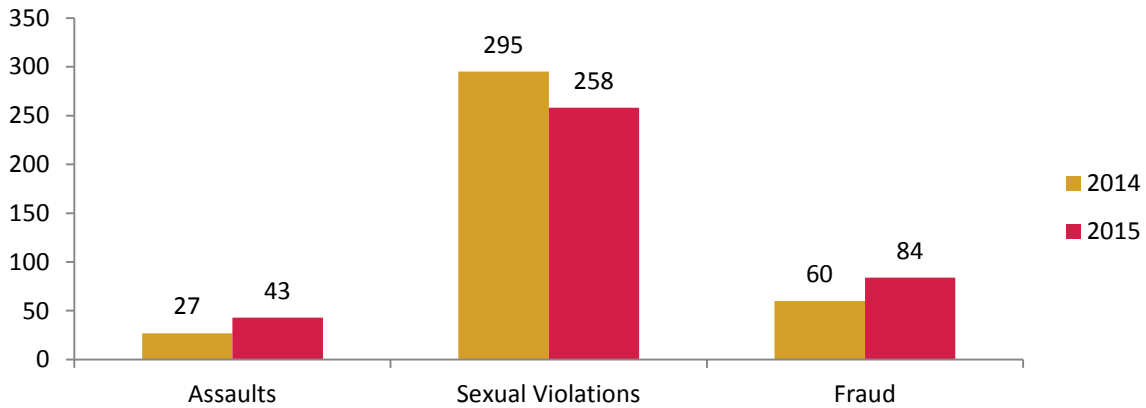
- Median age: 40.8 (2011)
- 10.9% of the population were landed immigrants in 2011
- 5.2% of residents were visible minorities in 2011
- 12.0% of residents were low income in 2012



**Georgina Population Projection**



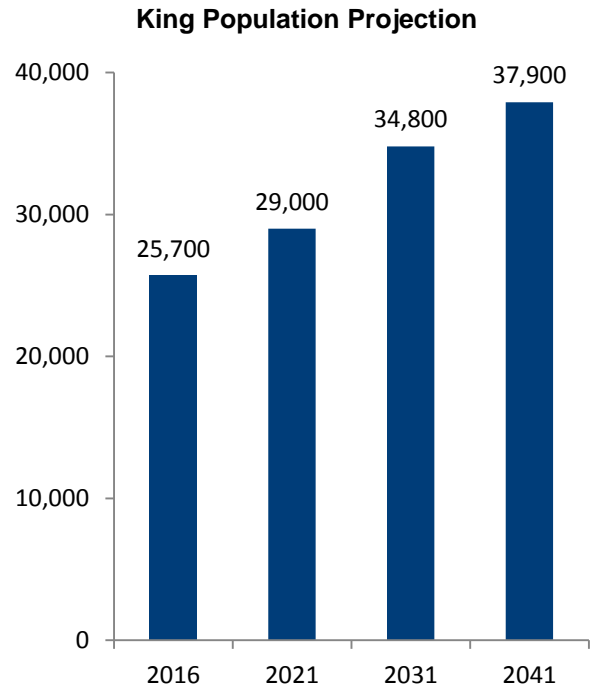
**2015 Crime Highlights (Occurrences)**



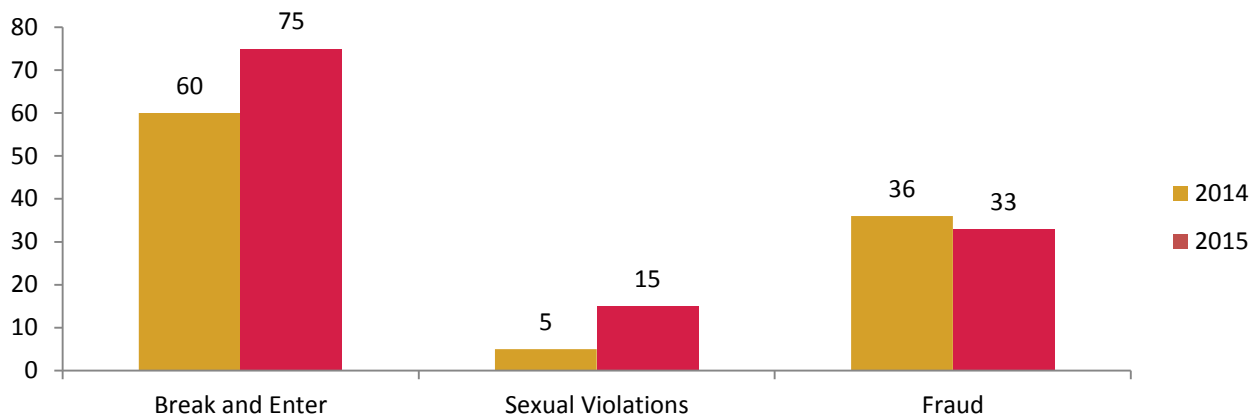
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Georgina decreased -5.9% in 2015 from 2014. Crimes Against Persons increased 1.2%, and Crimes Against Property decreased -5.1%.

## King

- Median age: 42.9 (2011)
- 19.7% of the population were landed immigrants in 2011
- 5.8% of residents were visible minorities in 2011
- 8.8% of residents were low income in 2012



### 2015 Crime Highlights (Occurrences)



Overall, Total Criminal Code & Federal Violations (excluding traffic) in King increased 10.1% in 2015 from 2014. Crimes Against Persons increased 18.3%, and Crimes Against Property increased 5.4%.

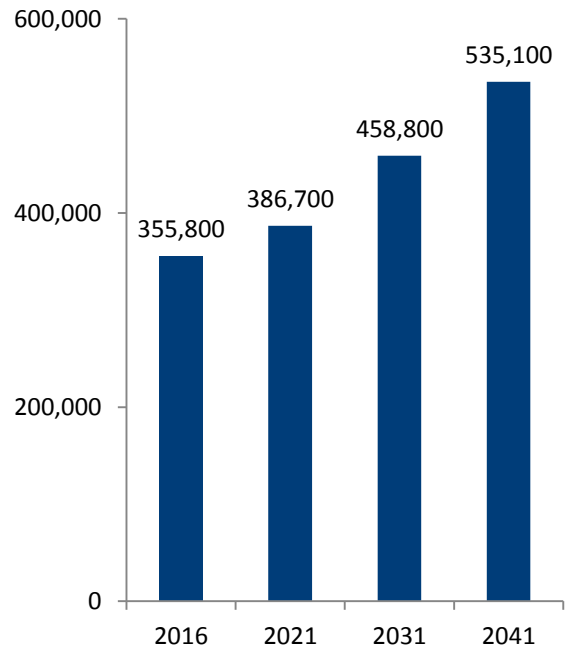


## Markham

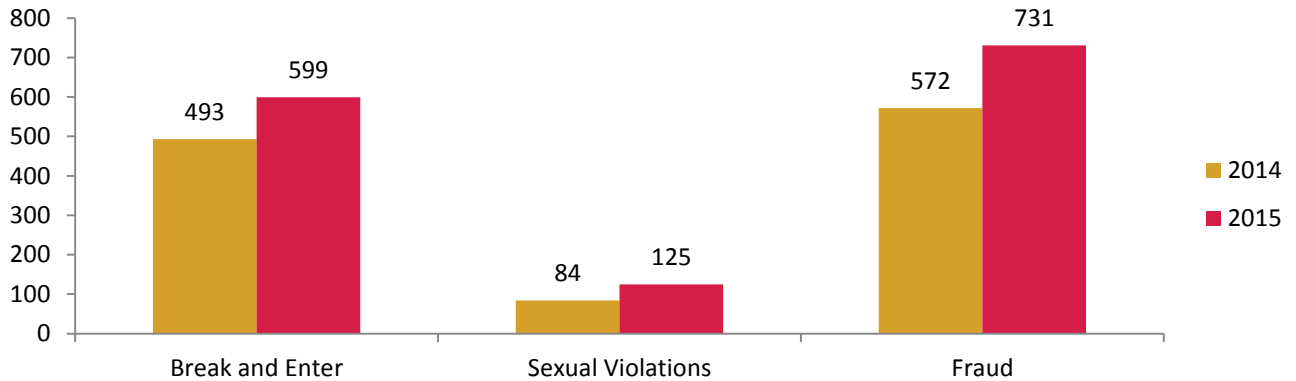
- Median age: 39.6 (2011)
- 57.9% of the population were landed immigrants in 2011
- 72.3% of residents were visible minorities in 2011
- 18.7% of residents were low income in 2012



**Markham Population Projection**



**2015 Crime Highlights (Occurrences)**



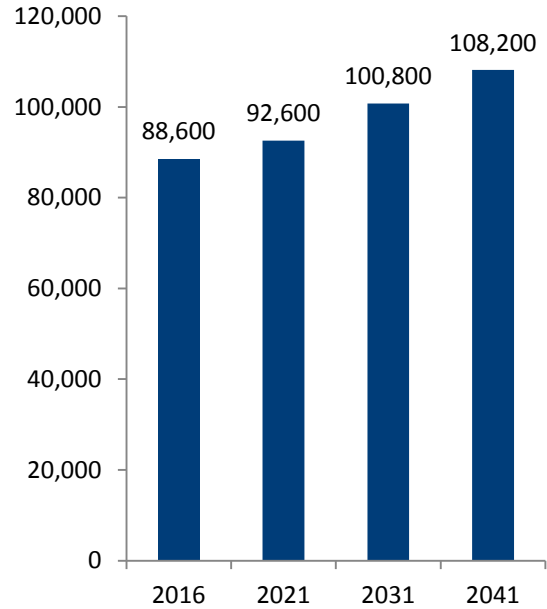
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Markham increased 6.0% in 2015 from 2014. Crimes Against Persons increased 2.5%, and Crimes Against Property increased 8.9%.

## Newmarket

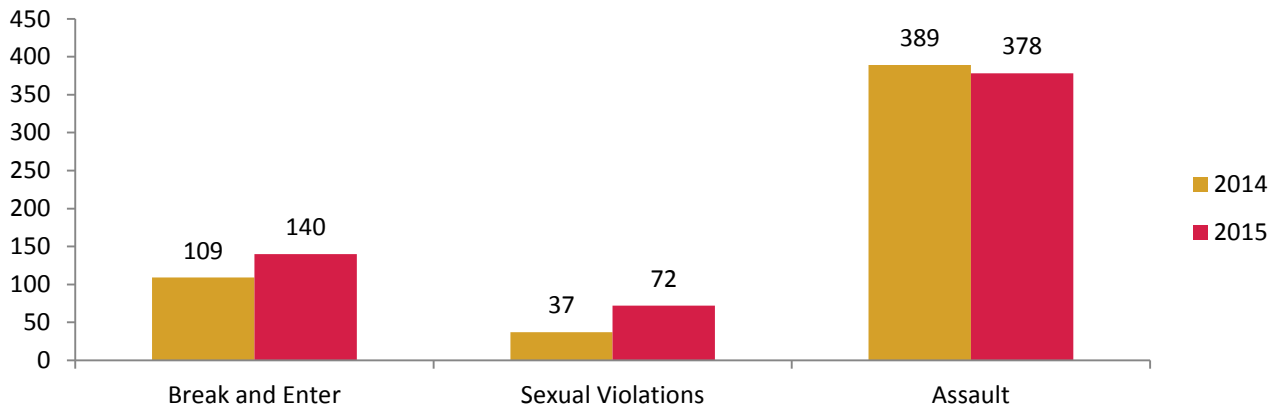
- Median age: 39.2 (2011)
- 23.8% of the population were landed immigrants in 2011
- 19.2% of residents were visible minorities in 2011
- 10.8% of residents were low income in 2012



**Newmarket Population Projection**



### 2015 Crime Highlights (Occurrences)



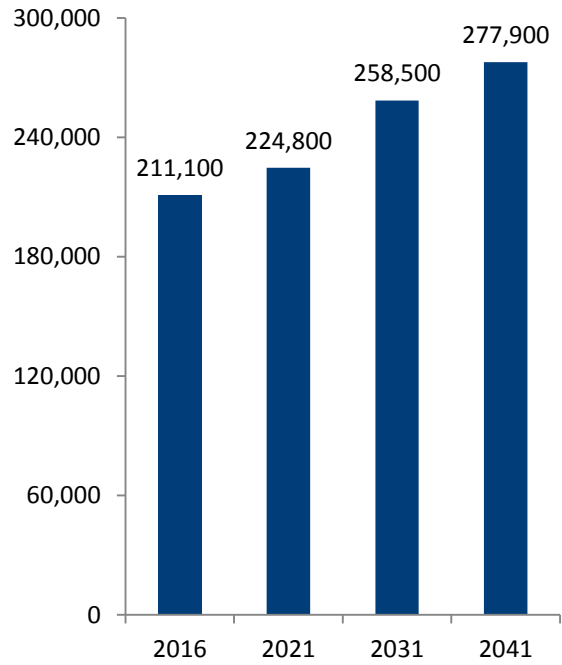
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Newmarket increased 15.6% in 2015 from 2014. Crimes Against Persons increased 7.1%, and Crimes Against Property increased 18.8%.

## Richmond Hill

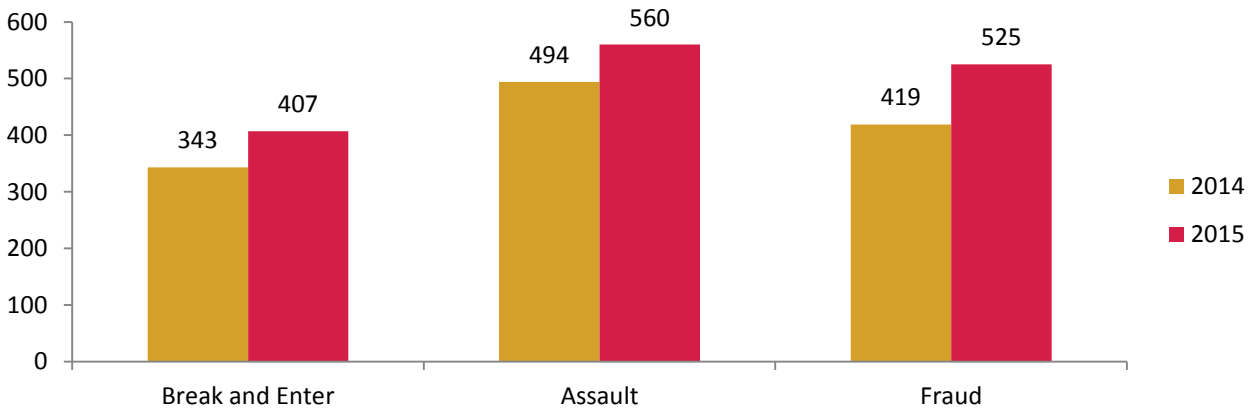
- Median age: 39.8 (2011)
- 54.9% of the population were landed immigrants in 2011
- 52.9% of residents were visible minorities in 2011
- 18.0% of residents were low income in 2012



Richmond Hil Population Projection



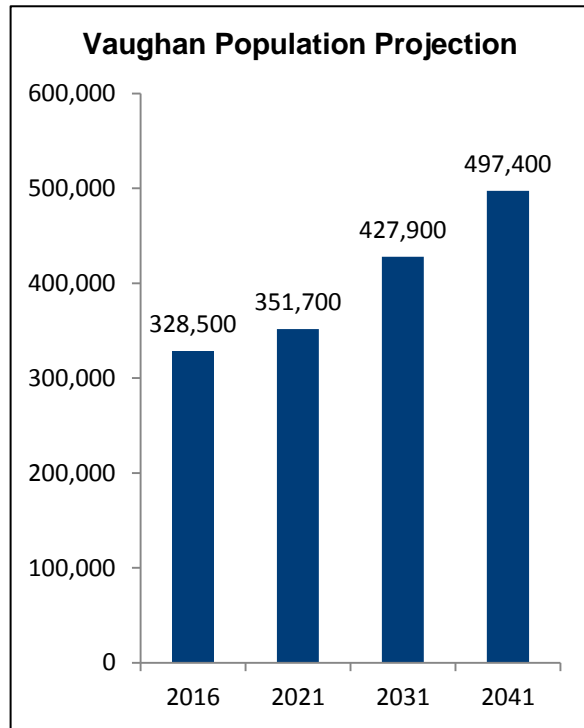
2015 Crime Highlights (Occurrences)



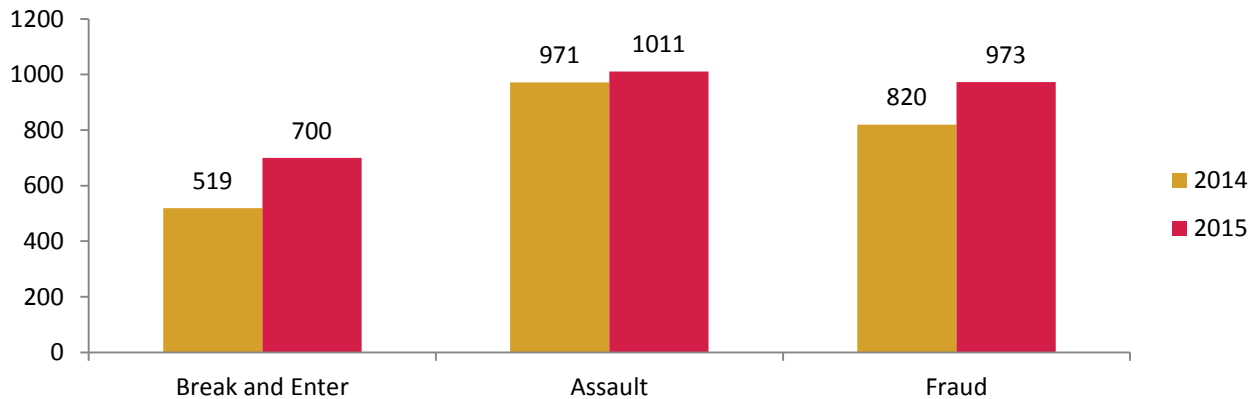
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Richmond Hill increased 10.4% in 2015 from 2014. Crimes Against Persons increased 6.9%, and Crimes Against Property increased 11.2%.

## Vaughan

- Median age: 37.9 (2011)
- 46.4% of the population were landed immigrants in 2011
- 31.4% of residents were visible minorities in 2011
- 12.0% of residents were low income in 2012



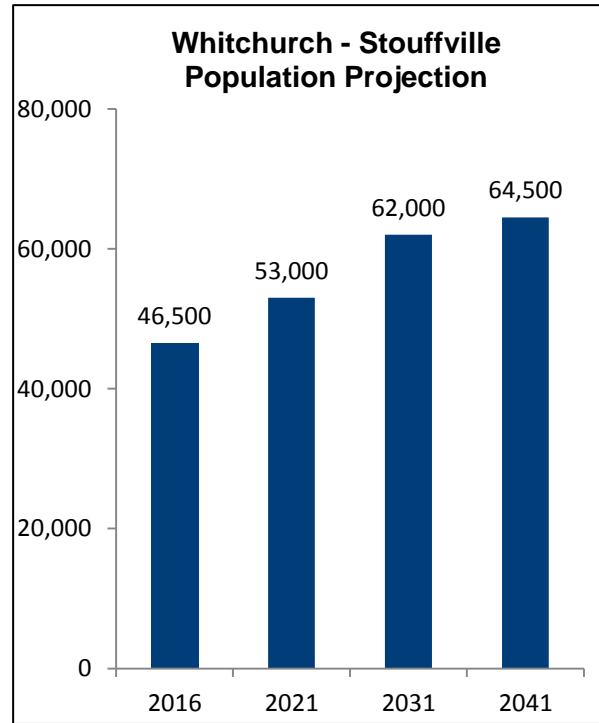
### 2015 Crime Highlights (Occurrences)



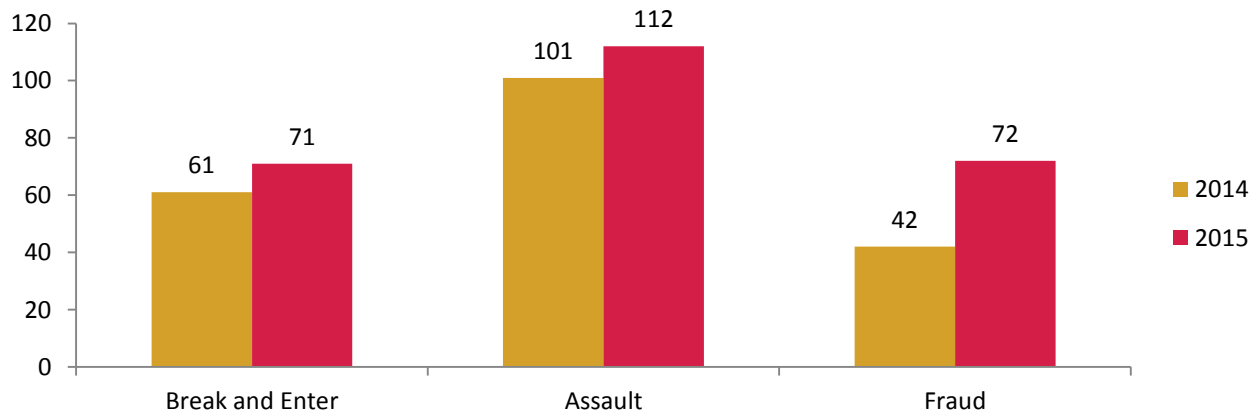
Overall, Total Criminal Code & Federal Violations (excluding traffic) in Vaughan increased 11.5% in 2015 from 2014. Crimes Against Persons increased 4.1%, and Crimes Against Property increased 13.2%.

## Whitchurch-Stouffville

- Median age: 39.1 (2011)
- 28.3% of the population were landed immigrants in 2011
- 24.5% of residents were visible minorities in 2011
- 8.8% of residents were low income in 2012



### 2015 Crime Highlights (Occurrences)

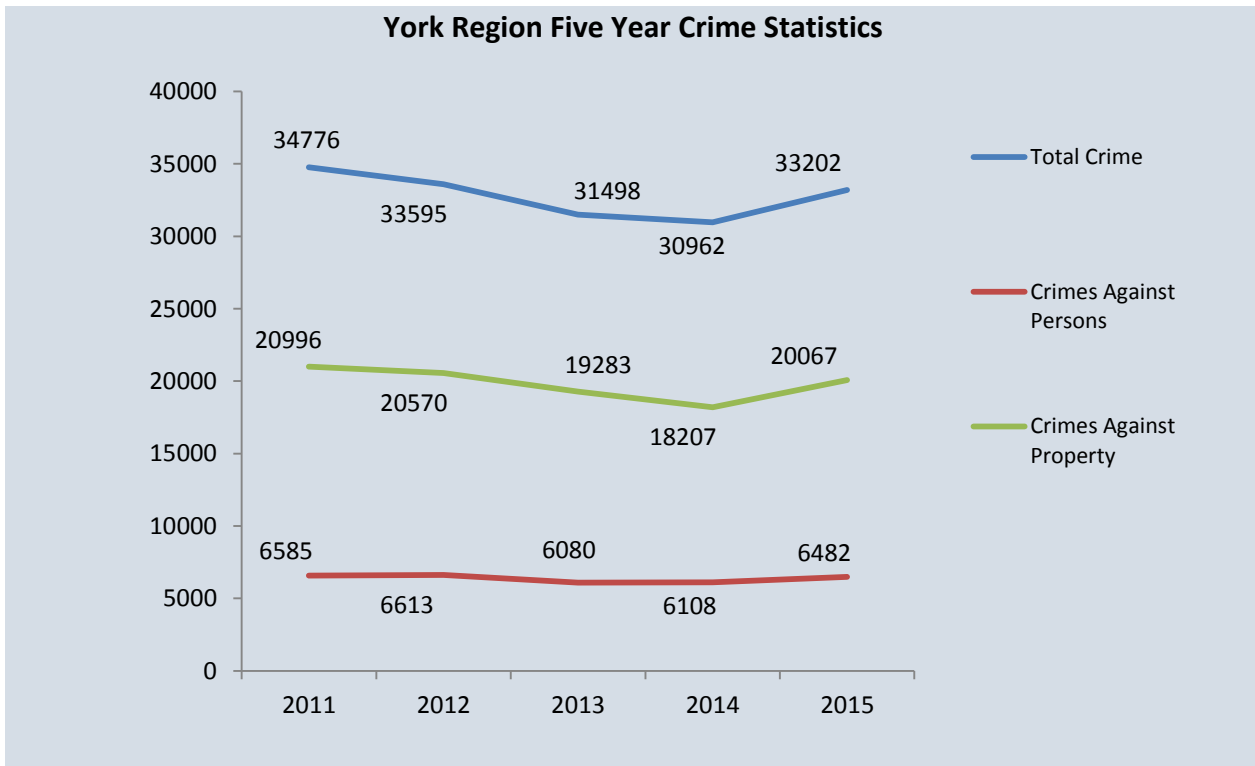


Overall, Total Criminal Code & Federal Violations (excluding traffic) in Whitchurch-Stouffville increased 6.4% in 2015 from 2014. Crimes Against Persons increased 24.5%, and Crimes Against Property remained the same.

# CRIME *and* PUBLIC SAFETY TRENDS

## Crime Rate & Reported Crime

Consistent with Canada’s declining criminal code offences over recent years, York Region’s five year average shows a decline in the overall crime rate. However, from 2014 to 2015, York Region experienced a slight increase of 5.3% in the overall crime rate. Despite the increase in reported crime, York Region remains one of the safest communities in Canada in which to live, visit and conduct business.



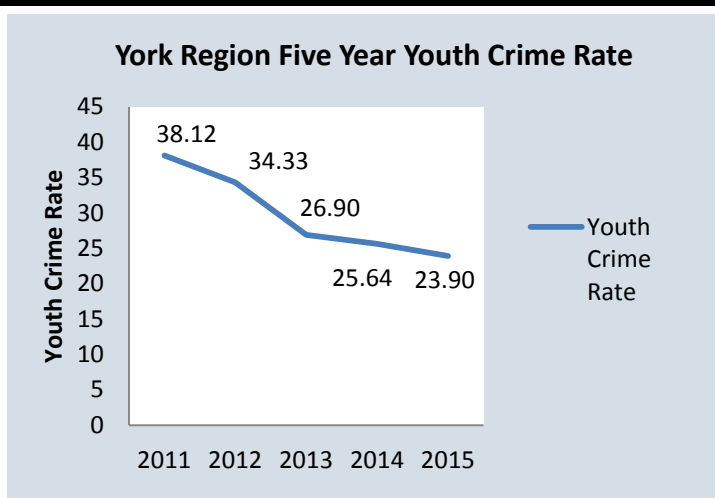


## Crime Rate & Reported Crime

Over the last five years York Region’s Crimes Against Persons and Crimes Against Property rates have both declined. In 2011, there were 6,585 Crimes Against Persons reported compared to 6,482 in 2015. This represented a decrease of 103 violations or 1.6%. There were 20,996 Crimes Against Property in 2011 compared to 20,067 in 2015. This represented a decrease of 929 violations or 4.4%.

The 2015 Regional Crimes Against Persons rate per 100,000 people was 555; this represented an increase of 4.2% from 2014. The reported annual increases included sexual violations (up 18.4% or 492 incidents annually), robberies (up 6.3% or 222 incidents annually) and assaults (up 0.4% with 3,347 incidents)

The 2015 Property Crime rate per 100,000 people was 1,720; this represented an increase of 8.2% from 2014. There were 22.2% more break and enters, 19.2% more fraud incidents and 13.9% more arson incidents.



Between 2014 and 2015 York Region’s youth crime rate fell -6.8%. In 2014, there were 2,589 crimes committed by youth compared to 2,465 in 2015. This represented a decrease of -4.8%. Nationally, the youth crime rate has fallen 42% since 2000.

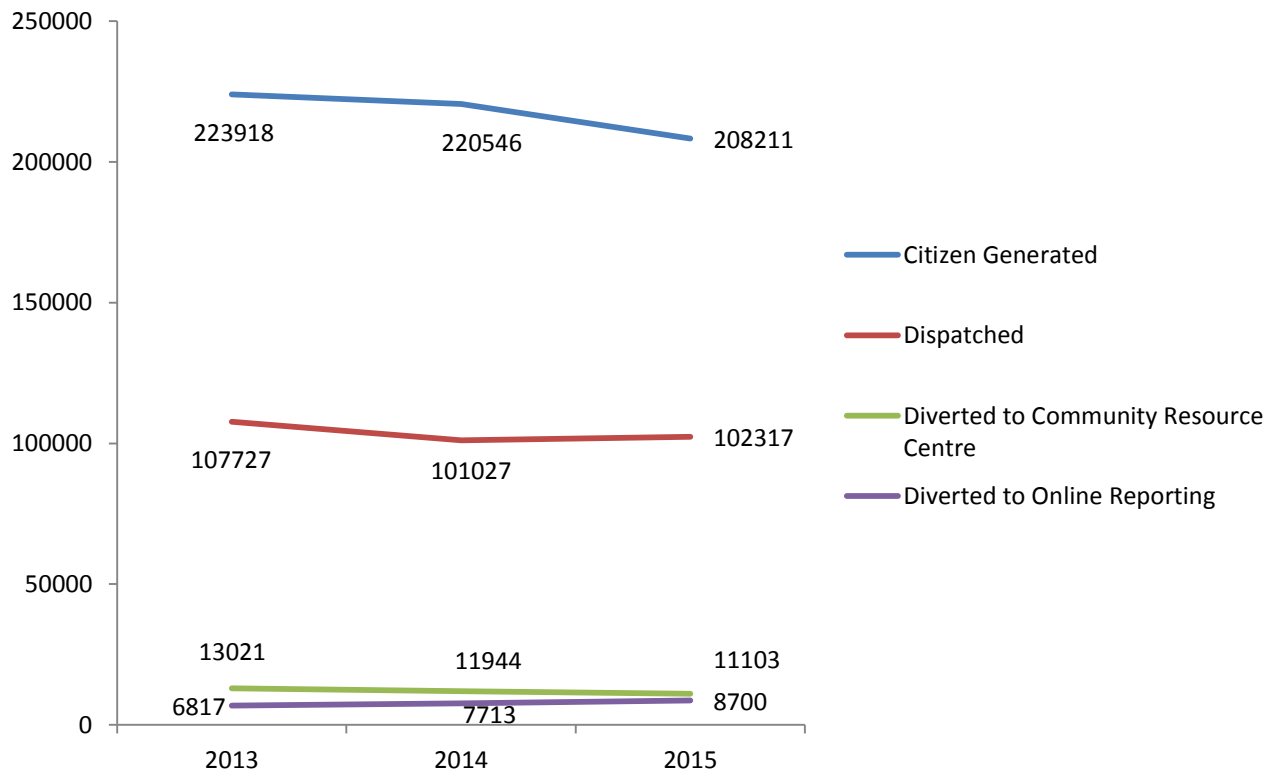
York Region’s Crime Severity Index fell from 2013 to 2014; the Region had the lowest Crime Severity Index rating for violent, non-violent, and total types at the national level. The national ranking was made based on data from the eight regional/municipal police services serving the largest populations, including York, Toronto, Montreal, Peel, Calgary, Ottawa, Edmonton, and Winnipeg. The nine services ranked at the provincial level include York, Durham, Toronto, Peel, Halton, Waterloo, Hamilton, Ottawa and Niagara.

## Calls for Service

Over the past three years York Regional Police has experienced a decrease in calls for service. There has been an increase in non-criminal incidents (mental health issues, next of kin notifications, missing persons and motor vehicle collisions) which increased York Regional Police’s workload.



York Regional Police Calls for Service





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## Crime and Public Safety Trends

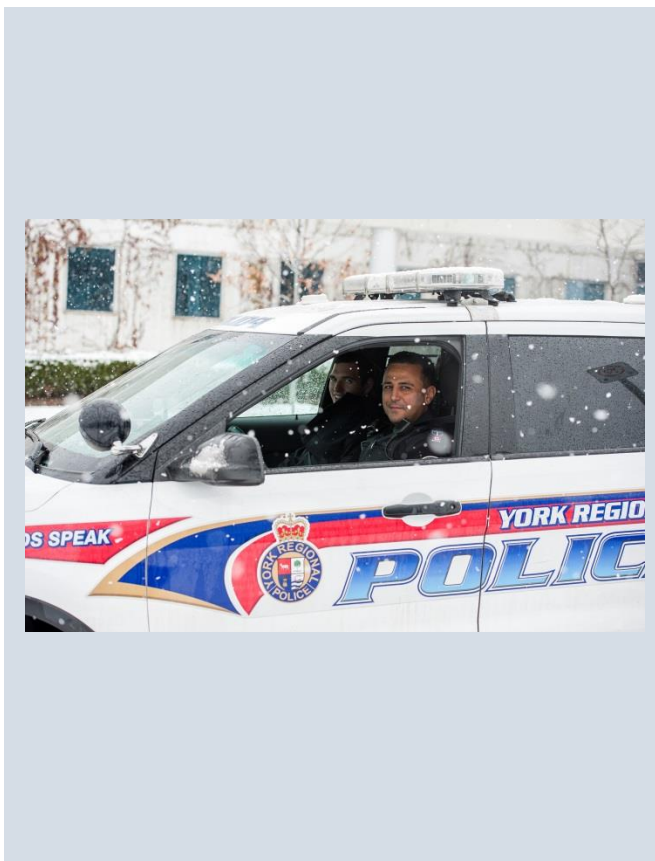
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### Organized Crime

In 2013, there were 672 organized crime groups in Canada; these groups pose a serious long-term threat to society, the economy and quality of life. Organized crime partakes in drug trafficking, cybercrime and financial crime. The internet has created new opportunities for these groups to buy, sell and exchange criminal products and services.

### Human Trafficking

Ontario was recently identified as a major hub for human trafficking in Canada. Human trafficking involves recruiting, transporting and harbouring an individual in order to be sexually exploited. Most of the victims are local underage girls and young women who are exploited through the threat of violence.



### Terrorism/Radicalism

In October of 2014, Canada was the victim of two separate lone wolf terrorist attacks. The first event took place in Saint-Jean-sur-Richelieu (Quebec) and the second event took place in Ottawa (Ontario). Two unarmed Canadian Armed Forces members were killed by two radicalized Canadians.

Terrorist attacks also took place in France (2015) and Belgium (2016) and highlight the national security threat from international terrorism and domestic radicalization. The recent events resulted in Queen's Park assigning armed personnel at the legislature. York Regional Police also enhanced security measures to mitigate any potential hazards stemming from external threats.

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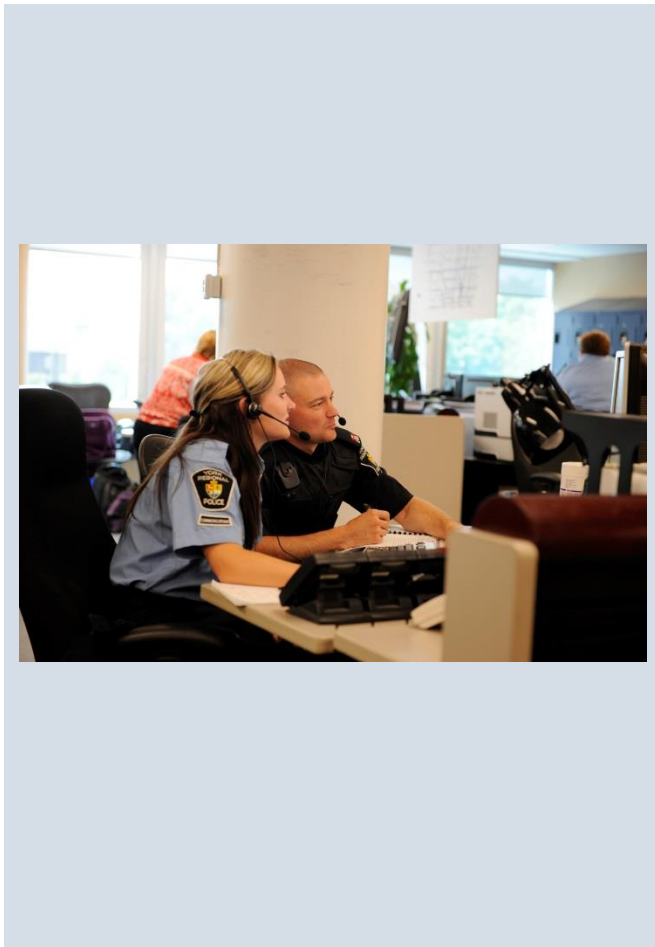
## Crime and Public Safety Trends

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### Cybercrime/Fraud

Cybercrimes and fraud are becoming more prevalent and are affecting more Canadians. The total number of victims and reported financial losses from fraud increased between 2013 and 2014. There was a 24% increase in financial losses and a 5% increase in fraud victims.

Canadian government websites were victims of malicious cyberattacks from computer hacker groups which resulted in server outages and loss of sensitive information. Organizations also faced internal threats; the Edward Snowden and Panama Paper incidents are some examples of how sensitive information could be leaked.



### Civil Unrest

Cities in the United States experienced civil unrest and protests relating to social inequalities and poor relationships between community members and local law enforcement services. Some of the protests resulted in public safety issues and damaged property. Social movements such as Black Lives Matter, Occupy Wall Street, anti-police brutality and anti-austerity protests which originated in the United States have established themselves in Canada.

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Toronto has experienced localized protests relating to Black Lives Matter, anti-Uber and protests against Ontario's sexual education curriculum. Quebec and British Columbia experienced civil disorder due to student protests and riots from sporting events, with both events requiring a police response.

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## Crime and Public Safety Trends

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### Drugs

In 2013, 11% of the Canadian population (3.1 million) reported using one of the following drugs: cannabis, cocaine or crack, speed, ecstasy, hallucinogens or heroin. The rate of drug use was unchanged from 2012 to 2013. The most commonly reported drug used by Canadians was cannabis followed by cocaine or crack, hallucinogens, ecstasy and speed.

In 2015, the Centre for Addiction and Mental Health identified that the top three drugs used by students (grade 7-12) in the Greater Toronto Area were:

1. Alcohol (41.9%)
2. Cannabis (19.2%)
3. Opioid Pain Relievers (10.2%)

From 2013 to 2015, alcohol use by students in the Greater Toronto Area decreased -7.7% and the use of Cannabis decreased -0.5%.

In the recent years, the use of fentanyl has steadily increased. From 2009 to 2014 fentanyl was determined to be the cause of 655 deaths in Canada. Between 2009 and 2013, there were 466 accidental or fentanyl-implicated deaths in Ontario.

### Victimization

In 2014, one in five Canadians 15 years and older reported that they were a victim to one of the following in the past 12 months: sexual assault, robbery, physical assault, theft of personal property, theft of household property and vandalism. From 2004 to 2014, the rate of self-reported victimization decreased for all crimes except sexual assault. The two most common reasons why people did not report were because they felt the incident was not important enough and police couldn't do anything about it.





# THE CHANGING LANDSCAPE *of* POLICING

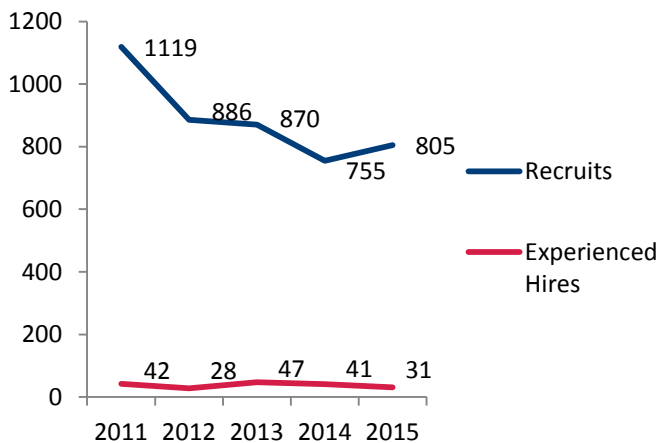
## Police Resources

As of December 31, 2015 the York Regional Police authorized strength was 1,562 sworn officers and 618 civilians. A total of 19% of sworn officers were female, which represented a 1% increase from 2013. A total of 17% of sworn officers were from diverse backgrounds, which represented a 0.6% increase from 2013.

York Regional Police could potentially lose 234 sworn and 59 civilian members to retirement within the next four years. It may be more difficult to attract high quality recruits in the future, who see policing as a viable career choice.

The proportion of Canadian police officers under the age of 40 has declined from 49.6% in 2012 to 45.5% in 2015. The proportion of officers over the age of 40 has increased from 50.4% to 54.5% for the same time period. If this trend continues it could impact future recruitment initiatives.

York Regional Police Applications



The rate of police strength in Canada has declined for four consecutive years. The number of civilian personnel employed by police services has gradually increased; the national average shows police services employ 4.6 officers for every one civilian employee.

In Canada, police budgets totalled 13.9 billion dollars for the 2014/2015 fiscal year. Salaries represented 66% of police expenditures. Nationally, expenditures on a per capita level cost \$320 per person. Regionally, expenditures in York Region cost \$257 per person with salaries representing 95.6% of police expenditures.

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## Future of Policing

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### Technology Advancements

The advancement of technology can be beneficial for police services as it can reduce costs and improve efficiencies. The enhancement of photo enforcement systems can automatically generate red light violations; this technology has the ability to aid police services in traffic enforcement initiatives.

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Advancements in technology will allow for next generation 911 systems to receive emergency text messages from the public. Individuals who are deaf, hard of hearing or speech-impaired currently have the ability to text message 911 through their wireless provider; however, this service is not available to the greater public.

Thermal imaging devices produce images of radiated or reflected surface energy; these devices have numerous uses as they can assist police services in locating missing persons in forested areas or in a snow storm. The devices can also be used to assist police officers in suspect apprehension as the thermal imaging device has the ability to identify body heat signatures left by suspects. These devices can greatly assist police officers when responding to certain situations and improve positive outcomes.

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Future camera advancements may allow police services to equip their K-9 units with cameras and two-way radio systems. A K-9 handler will be able to provide commands to their police dog from greater distances. This technology will provide officers with the ability to view additional video footage during search-and-rescue operations and may enhance K-9 unit service delivery.

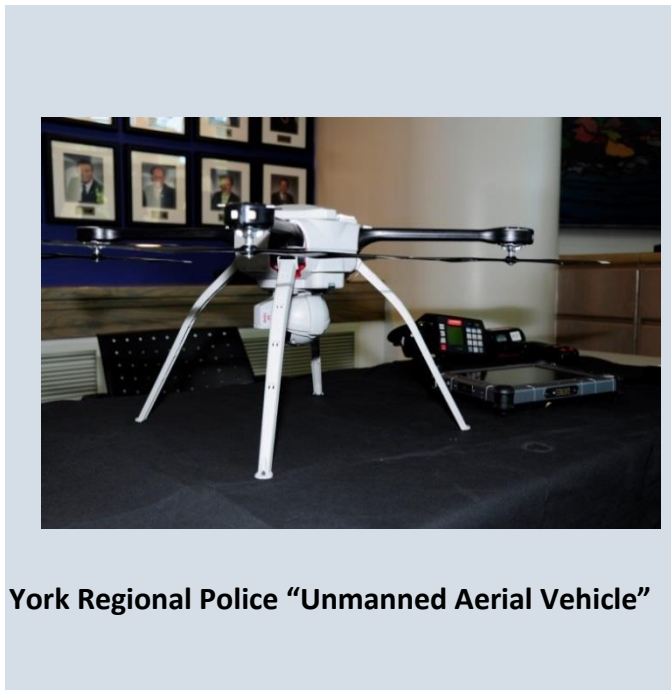




Recent negative interactions between police officers and members of the public have led some police services to equip frontline officers with body worn cameras. Police services are providing officers with body-worn cameras to ensure accountability of officers, and to strengthen public trust in the policing profession. Toronto, Vancouver, Edmonton, Thunder Bay, Hamilton and London Police Services have launched pilot projects in relation to the body worn cameras. Calgary Police will deploy body worn cameras for all frontline officers by early 2017. Body worn cameras add additional costs to operating budgets such as data storage and additional administrative workload. However, the Winnipeg Police Service cancelled their body worn camera pilot project due to the high cost and maintenance associated with running the project.

Advancements in language translator devices will be able to assist police officers in communicating with individuals who do not speak English. Language translator devices are about the size of a TV remote control and can be pre-set with law enforcement phrases in multiple languages.

These devices do not currently allow for two-way communication translation, however future advancements are expected to support two-way translation.



Unmanned aerial vehicles are currently being used by the Ontario Provincial Police, the Royal Canadian Mounted Police, Halton Regional Police and York Regional Police to assist in accident reconstructions and other traffic initiatives. The advancement of unmanned aerial vehicle technology can increase the capabilities of police services; it can allow for increased officer safety and improve service delivery to the community.

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## Service Delivery Trends

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Social media can be a useful tool for law enforcement as well as a threat. In the United States, eight out of ten law enforcement professionals use social media as an investigative tool. Social media can be used to help solve crimes, increase public communication and to promote public safety information.

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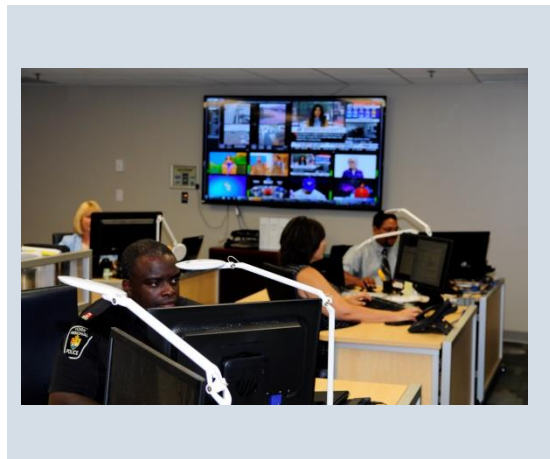
Individuals on social media can spread inaccurate information, which could negatively impact community safety. Social media could also be used by individuals to “cop bait”. Cop baiting involves filming inappropriate behaviour in the hopes of being arrested. The overall goal is to capture the incident on film to promote negative police publicity.

Geographic Information Systems (GIS) enhances the ability for police services to use and analyze data. GIS can aid in operational and strategic planning to better align and deploy resources to heighten operational effectiveness.

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Real time operation centres provide police services with the opportunity to capture, correlate, and share real time information to frontline officers. Real time operation centres have the ability to effectively manage field resources and can better facilitate proactive policing within communities.

Police Services that implement business intelligence practices are able to improve data analysis, identify innovative opportunities for improved service delivery and enhance efficiencies. Police services that utilize business intelligence practices enables senior staff to monitor organizational activities and equips frontline personnel with real-time policing data to enhance operational effectiveness.





## Legislative Impacts and Trends

Policing is carried out within a number of legislative frameworks that define police roles, powers, and responsibilities.

When new legislation is enacted or new case law is set, it may result in increased demands on the police and extend the role and activities of the police.

### Legislation

The *Police Record Checks Act* of 2015, set the province's first-ever clear, consistent and comprehensive set of standards to govern police record checks in Ontario.

As of July 1, 2016 implementations of new regulations pertaining to police street checks will be phased in. The regulations apply to police when they are investigating general criminal activity in a community, inquiring into suspicious activities, and gathering information for intelligence purposes.

The *First Responders Act* will allow faster access to WSIB benefits, resources and timely treatment for those who suffer from Post-Traumatic Stress Disorder. The Act applies to police officers, firefighters, paramedics, police dispatchers, correctional workers, and emergency response teams.

The *Making Ontario's Roads Safer Act* was enacted to help ensure the province's roads are among the safest in North America. The Act increased fines for distracted driving, introduced additional measures to address repeat impaired driver offenders and increased fines for drivers who "door" cyclists.

The enhancement of admissions and placement policies for transgender inmates in the care and custody of provincial correctional facilities will ensure their rights are recognized and protected. The new policy builds on *Toby's Act* and made Ontario a leader in protecting the right to gender identification and expression.

Bill C-32, the *Victim's Bill of Rights Act* became law on July 23, 2015. The Act amends the definition of a victim and provides more services for victims of crime to ensure their rights.

The Ontario Government is developing legislation to replace the current *Police Services Act*. The Strategy for a Safer Ontario aims to improve interactions between police and vulnerable people, will clarify police responsibilities and will update education and training requirements for officers.





## Accountability

The rising cost of policing in Canada and a global economic slowdown has resulted in budget constraints, forcing police services to enhance efficiencies. Police services continue to explore best practices to reduce costs, such as civilization of positions, outsourcing and connecting with community partners to streamline processes and service delivery.

According to Statistics Canada, 76% of Canadians reported having a great deal of confidence in police in 2013. When compared to other public institutions police had the highest level of public confidence.

The negative media coverage American law enforcement receives has an impact on public perception of police. In today's digital age, every interaction between members of the public and police can be captured and shared worldwide.

Police services should continue to show professionalism, courtesy and compassion when interacting with members of the public to uphold high levels of public confidence.

In Canada, the perception of policing has become more favourable over time. More people believe police are approachable, easy to talk to and ensure the safety of citizens.

Nationally, York Regional Police consistently ranks in the top ten for enforcing the laws, promptly responding to calls, treating people fairly, being approachable and easy to talk to, providing information on ways to prevent crime and ensuring safety of citizens. According to the York Regional Police 2015 Business Survey, 92.6% of business respondents were very or reasonably satisfied with York Regional Police. The York Regional Police 2016 Community Survey identified that 94.4% of community respondents were satisfied or very satisfied with York Regional Police.

**Statistics Canada 2013 Public Confidence in Policing Survey**

Enforcing the Laws		Promptly Responding to Calls		Treating people Fairly		Being Approachable and Easy to Talk to		Providing Information on Ways to Prevent Crime		Ensuring Safety of Citizens	
Calgary	75%	Ottawa	80%	Ottawa	76%	Ottawa	81%	Ottawa	67%	Ottawa	76%
Ottawa	74%	Calgary	76%	York	73%	London	78%	Hamilton	67%	Calgary	76%
York	69.9%	York	75%	Hamilton	72%	Hamilton	77%	Calgary	64%	Hamilton	74%
London	68%	Durham	71.9%	Calgary	72%	Calgary	75%	London	63%	York	73.6%
Durham	67.6%	Peel	71.5%	London	71%	Durham	74.6%	Edmonton	62%	London	73%
Peel	65.9%	Hamilton	70%	Durham	69.4%	York	73.2%	Durham	61.80%	Durham	72.3%
Hamilton	65%	London	70%	Vancouver	63%	Peel	72%	York	58.2%	Peel	68.3%
Toronto	61.2%	Toronto	66%	Peel	62.6%	Vancouver	71%	Peel	57.9%	Toronto	65.1%
Vancouver	59%	Vancouver	65%	Edmonton	62%	Edmonton	70%	Toronto	55%	Vancouver	65%
Edmonton	55%	Edmonton	59%	Toronto	58%	Toronto	65.4%	Vancouver	55%	Edmonton	63%

Statistics Canada, Public Confidence in Canadian Institutions, 2014

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## Public Order

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During a disaster, police services are the first to respond and provide assistance to the affected area. Emergency management helps prepare organizations and governments for the possibility of natural, human-induced and technological disasters.

Emergency operation centres help to coordinate resources and communicate with stakeholders to streamline a unified response and assist those in need.

Organizations practice internal emergency preparedness to improve resiliency and ensure the continuity of service delivery. Developing internal plans, training staff and holding exercises are all examples of how organizations can better prepare themselves for a disaster.

York Region hosts a number of public gatherings and events. International events like the 2015 Pan Am / Para Pan Am Games increased tourism to the Region. Increased emergency planning and stakeholder collaboration improves public safety and better prepares organizations to manage large events.

Proper risk management practices can reduce operational and organizational hazards. Reducing the impacts posed by daily risks can help improve officer safety, operational effectiveness and police accountability.





## Deeds Speak

**Thomas Carrique**  
Deputy Chief of Police

**Eric Jolliffe**  
Chief of Police

**André Crawford**  
Deputy Chief of Police

May 20<sup>th</sup>, 2016

Mafalda Avellino  
Executive Director, Police Services Board  
17250 Yonge Street  
Newmarket, Ontario L3Y 4W5

Dear Mafalda,

The York Regional Police Training and Education Bureau are hosting the 2016 Canadian Association of Police Educators Conference (CAPE) from May 31<sup>st</sup> to June 3<sup>rd</sup>, 2016. The location for the Conference this year is the Sheraton Parkway Hotel in Richmond Hill. We anticipate it will be attended by approximately one hundred educators from across the country including Community Colleges, Police training institutes and Police Services, from as far away as British Columbia and Prince Edward Island. We would like to invite the Police Services Board to become a sponsor for this event in the amount of \$5,000.00.

The Canadian Association of Police Educators promotes excellence in law enforcement training and education through the guidance of innovative research, program development, knowledge transfer, network facilitation and collaborative training initiatives. The attendees at this year's Conference will be looking to expand their knowledge and expertise in research, instructional design, interactive academics and practical training skills.

Sponsorship of the 2016 CAPE Conference will allow the Police Services Board to be recognized by progressive police educators and trainers from across the country. Our goal is to provide a fantastic Conference with strong value for both delegate and sponsor, while providing ample opportunities to network with existing clients and future colleagues. This Conference is held in conjunction with several Annual General Meetings of the Ontario Police Video Training Alliance, CAPE, and the Justice and Safety Coordinators of Ontario Colleges.

Sincerely,

Inspector Jim MacSween #775

Training & Education Bureau  
York Regional Police

Vision-inspired

Mission-focused

Values-driven



May 20, 2016

Ms. Mafalda Avellino  
Executive Director  
York Region Police Services Board  
17250 Yonge Street  
Newmarket, ON L3Y 6Z1



Dear Ms. Avellino:

**Re: York Region Transit (YRT/VIVA) 2015 Enforcement and Security Annual Report**

Regional Council, at its meeting held on May 19, 2016, adopted the following recommendation of Committee of the Whole regarding "York Region Transit (YRT/VIVA) 2015 Enforcement and Security Annual Report":

1. The Regional Clerk forward a copy of this report to the York Regional Police Services Board, as required under the Joint Services Agreement.

A copy of Clause 4 of Committee of the Whole Report No. 8 is enclosed for your information.

Please contact Ryan Keay, Manager, Transit Enforcement and Security at 905-830-4444 ext. 75769 if you have any questions with respect to this matter.

Sincerely,



Denis Kelly  
Regional Clerk

/C. Clark  
Attachments

Clause 4 in Report No. 8 of Committee of the Whole was adopted, without amendment, by the Council of The Regional Municipality of York at its meeting held on May 19, 2016.

**4**

**York Region Transit (YRT/VIVA) 2015 Enforcement and Security  
Annual Report**

Committee of the Whole recommends adoption of the following recommendation contained in the report dated April 21, 2016 from the Commissioner of Transportation:

1. The Regional Clerk forward a copy of this report to the York Regional Police Services Board, as required under the Joint Services Agreement.

Report dated April 21, 2016 from the Commissioner of Transportation now follows:

**1. Recommendation**

It is recommended that:

1. The Regional Clerk forward a copy of this report to the York Regional Police Services Board, as required under the Joint Services Agreement.

**2. Purpose**

This report provides a summary of the York Region Transit (YRT/Viva) 2015 Enforcement and Security Annual Report (2015 Annual Report). A copy of the 2015 Annual Report (Attachment 1) will be provided to York Regional Police Services Board as required under the Joint Services Agreement.

### **3. Background**

**Annually, YRT/Viva Enforcement and Security reports Special Constable activities to York Regional Police Board as required under the Joint Services Agreement**

In 2005, the Region and York Regional Police (YRP) entered into a Joint Services Agreement for the purpose of launching YRT/Viva's Special Constable Program as part of the new bus rapid transit service, Viva. The 2015 Annual Report outlines all Special Constable activities that occurred throughout the year including, recruitment, training, incidents, complaints and operational statistics.

YRT/Viva Special Constables have Peace Officer powers as set out in the Criminal Code of Canada. These include enforcement of offences relating to Obstructing or Resisting a Peace Officer, Obstructing Justice, False Pretences, Forgery, Uttering a Forged Document, Fraud Under \$5,000 and Fraud in relation to Fares.

**YRT/Viva Special Constables are authorized to enforce York Region's Transit Bylaw in both York Region and the City of Toronto**

The Region's Transit Bylaw includes provisions for the enforcement of proper fare payment, safe conduct and protection of all persons travelling on public transit vehicles and using transit facilities within the YRT/Viva system.

In 2010, the Joint Services Agreement was amended to provide Special Constables with enforcement powers within the City of Toronto.

The Chiefs of Police for York Region and the City of Toronto entered into a Memorandum of Understanding (MOU) governing the terms under which YRT/Viva Special Constables may carry out their duties, as they pertain to YRT/Viva within the City of Toronto. The MOU provides for York Regional Police Services Board to forward a copy of the 2015 Annual Report to the City of Toronto Police Services Board.

### **4. Analysis and Options**

**YRT/Viva provides security, customer assistance and fare enforcement services through its Enforcement and Security Section**

**York Region Transit (YRT/Viva)  
2015 Enforcement and Security Annual Report**

YRT/Viva's Special Constables and Fare Media Inspectors travel the transit system to monitor the correct use of fares and compliance with Viva's proof-of-payment system.

Table 1 outlines the number of inspections performed by the YRT/Viva Enforcement and Security from 2012 to 2015, and provides the corresponding evasion totals and annual evasion rate.

**Table 1  
2012 to 2015 Inspections Performed**

Year	Inspections	Evasions	Evasion Rate %
2012	526,270 <sup>1</sup>	3853 <sup>2</sup>	0.73
2013	465,151	7,473	1.61
2014	664,840	6,655	1.00
2015	498,203	7,338	1.47
Total	2,154,464	25,319	1.18

1. Higher inspection totals due to the introduction of the unclassified fare box inspections program onboard YRT/Viva conventional services.
2. Decrease resulting from 56 days of free transit service following the 2011/2012 bus operator strike.

YRT/Viva Enforcement and Security monitors activity on YRT/Viva vehicles and properties to ensure the safety, security and comfort of all customers.

Identified in the 2015 Annual Report is a complete list of activities performed by Special Constables outside of the proof-of-payment system. Table 2 shows the activities most often performed by YRT/Viva Special Constables.

**Table 2  
2015 Activities by Type**

Activity	Occurrences
Closed circuit television video seizures	1955
Lost and found articles processed	590
Assist calls (Passenger emergency, disturbance)	154
Damage to Property	120
Fraud	60



**York Region Transit (YRT/Viva)  
2015 Enforcement and Security Annual Report**

**YRT/Viva's Enforcement and Security staff participate in a number of transit initiatives and events pertaining to revenue protection and collection, operations, safety and security, community outreach and customer service**

Listed below are the transit initiatives YRT/Viva Enforcement and Security staff were involved in 2015:

- Increased fare revenue recovery through enforcement and the auditing, monitoring of revenue data for conventional transit services
- Changes to court process and staffing schedules increased fine revenue collection by 20 per cent
- Partnered with York Regional Police:
  - Assisted with diversity campaign
  - Provided community oriented response for proof-of-payment system activities
  - Conducted safety and security initiatives
- Community Outreach
  - Developed outreach programs with 360 Kids youth outreach services focusing on youth in need using transit services
  - Participated in a number of presentations to local high schools providing education and transit awareness to students
  - Delivered transit safety presentations to Access to Better Living and Employment (A.B.L.E Network) members
  - Organized YRT/Viva's participation in the Big Brothers Big Sisters of York Holiday Wish Program
- Davis Drive rapidway launch
  - Developed station staffing plan for YRT/Viva staff
  - Organized York Regional Police Paid Duty Officers
  - Provided customer education
- 2015 Pan Am/Para Pan Games
  - Ensured safety and security within the YRT/Viva system
  - Provided crowd control and passenger loading

**Link to key Council-approved plans**

This report links to the following Council-approved plans and policies:

Vision 2051: Safe and Secure Communities

- Developing sustainable community safety and crime prevention strategies through community mobilization, engagement and education.

**5. Financial Implications**

**In 2015 YRT/Viva Enforcement and Security recovered revenue totalling \$321,880**

Table 3 outlines revenue collected in 2012, 2013, 2014 and 2015.

**Table 3  
Provincial Offences**

Year	Offences Issued	Revenue Collected
2012	2,416 <sup>1</sup>	\$139,965
2013	4,099	\$203,978
2014	5,288	\$268,739
2015	5,907 <sup>2</sup>	\$321,880 <sup>3</sup>

1. Decrease resulting from 56 days of free transit service following the 2011/2012 bus operator strike.
2. Increased offences issued due to terminal staffing and enhanced deployment changes.
3. Increased revenue collected through change in staff deployment and court scheduling.

**6. Local Municipal Impact**

The presence of YRT/Viva Enforcement and Security improves customer safety and system security, protects Regional assets, and serves as a proactive deterrent to acts of graffiti and vandalism throughout York Region's transit system.

**7. Conclusion**

In 2015 the YRT/Viva Enforcement and Security provided revenue protection and a safe and secure environment to customers, employees and the general public.

YRT/Viva will provide the York Regional Police Services Board with the attached 2015 Annual Report, as required under the Joint Services Agreement and MOU with the City of Toronto Police.

YRT/Viva will continue to liaise with York Regional and City of Toronto Police to ensure the terms of the Agreement and MOU are fulfilled.

For more information on this report, please contact Ryan Keay, Manager, Transit Enforcement and Security at ext.75769.

**York Region Transit (YRT/Viva)**  
**2015 Enforcement and Security Annual Report**

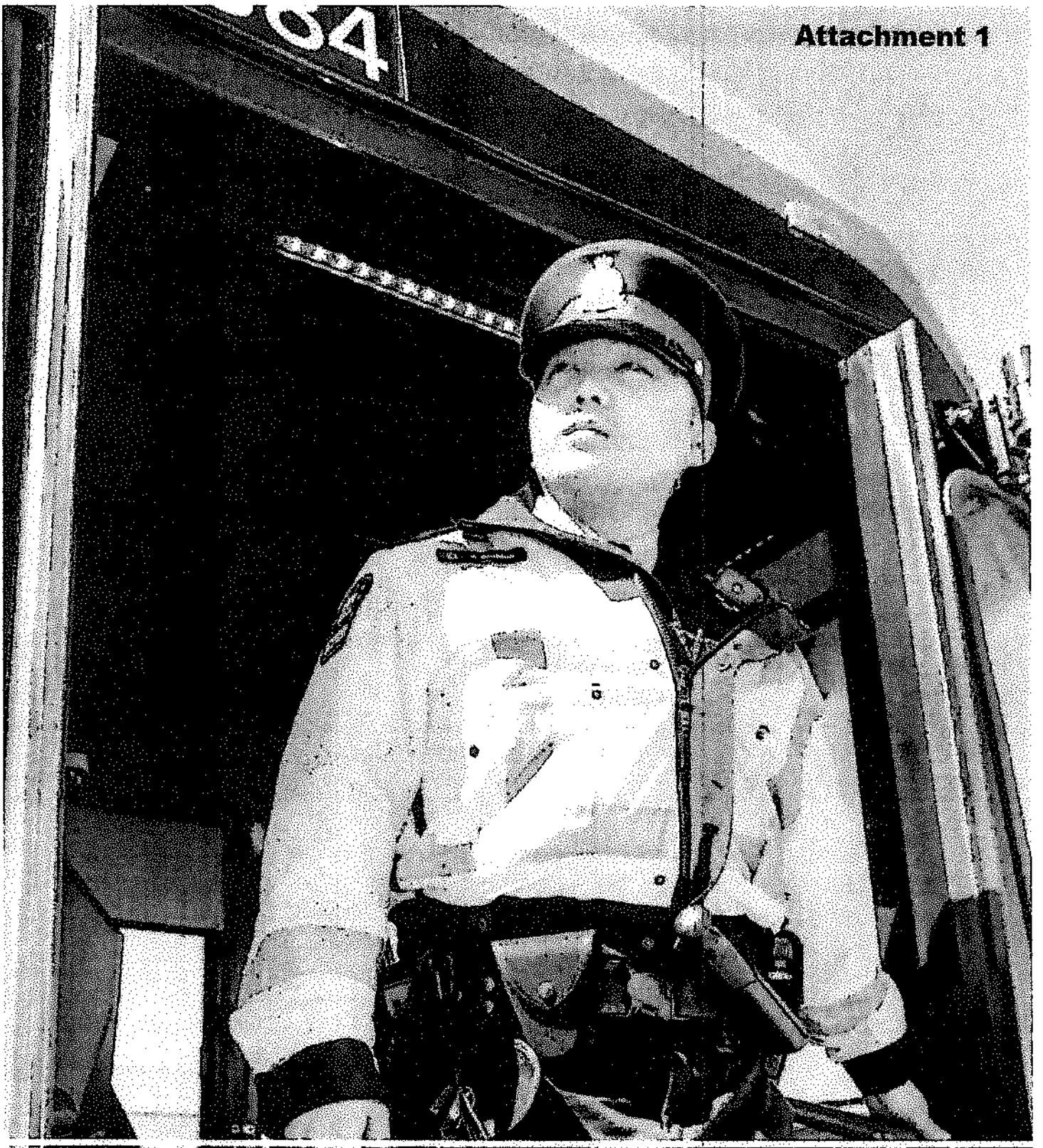
The Senior Management Group has reviewed this report.

April 21, 2016

Attachments (1)

6734386

Accessible formats or communication supports are available upon request



# 2015 Annual Report

YORK REGION TRANSIT ENFORCEMENT AND SECURITY





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## Background

In September 2005, York Region Transit (YRT/Viva) began operating its Viva bus rapid transit service. This service uses an off-board fare collection system commonly known as *proof-of-payment*.

A Joint Services Agreement was established between York Region and The Regional Municipality of York Police Services Board to provide a Special Constable program for the new service. The YRT/Viva Enforcement and Security section would provide transit revenue protection and security services in partnership with York Regional Police (YRP).

The Transit Special Constable program was introduced as an 18-month pilot project with the launch of Viva. In June 2007, the program received permanent approval by the Ministry of Community Safety and Correctional Services.

In 2010, the jurisdiction for Enforcement and Security expanded into the City of Toronto through a formalized agreement with the Toronto and York Regional Police Services Boards.

As part of the Joint Services Agreement, Transit Enforcement and Security must provide an Annual Report to the Toronto and York Regional Police Services Boards outlining all Special Constable activities including recruitment, training, complaints and statistics. The Annual Report includes all YRT/Viva Enforcement and Security's activities including both classes of positions, Special Constables and Fare Media Inspectors.

In 2015, YRT/Viva had an approved workforce of 17 Special Constables and eight Fare Media Inspectors.

# Staffing

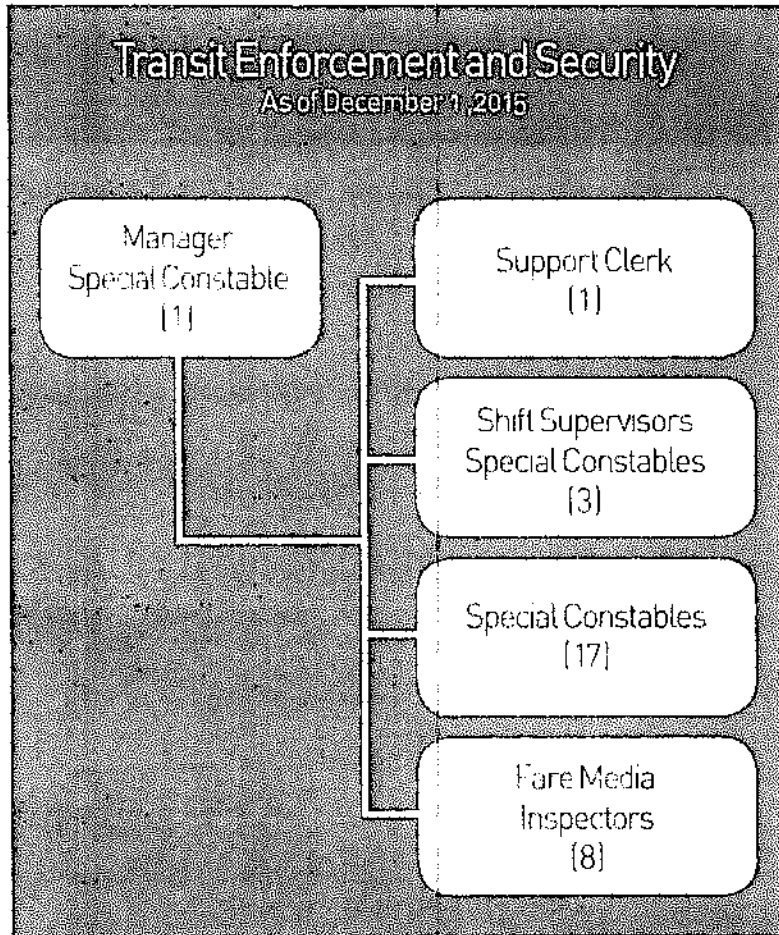
## Supervision

The YRT/Viva Enforcement and Security unit consists of 30 positions.

General supervision of the unit is provided by Shift Supervisors who report to the Manager.

Uniformed Special Constables provide dedicated security and law enforcement duties, and maintain revenue protection through fare inspection.

Fare Media Inspectors also provide additional fare inspection and customer service functions.



## Staffing changes

In 2015, there were two appointments and two Special Constable resignations.

Three Fare Media Inspectors were hired filling vacant positions due to promotion, retirement, and temporary leaves.



### Appointments (Jan. 1 to Dec. 31)

Total applications	New	Resumed	# of Special Constables
2	2	0	2

### Attrition (Jan. 1 to Dec. 31)

Terminations	Suspensions	Resignations	Retirements
0	0	2	0



### **Affiliations and associations**

YRT/Viva Enforcement and Security maintains membership with the following organizations.

1. Ontario Association of Chiefs of Police (OACP)
2. Association of Black Law Enforcers (ABLE)
3. Municipal Law Enforcement Officers' Association of Ontario (MLEAO)
4. Prosecutors' Association of Ontario (PAO)
5. Ontario Police Video Training Alliance (OPVTA)
6. Canadian Police Knowledge Network (CPKN)
7. ASIS International (ASIS)



### **Equipment**

The following equipment is issued to all Special Constables:

- Wallet badge with wallet and agency identification card
- Soft body armour with internal and external carriers
- Two sets of standard handcuffs with cases
- Expandable baton with carrier
- Container of OC foam with carrier
- Serialized memo book with carrier
- Flashlight with carrier
- Forge cap/hard hat
- Reflective safety vest



# Training and Professional Development

In 2015, outside annual recertification training, YRT/Viva Enforcement and Security participated in additional training sessions to raise staff awareness and development.

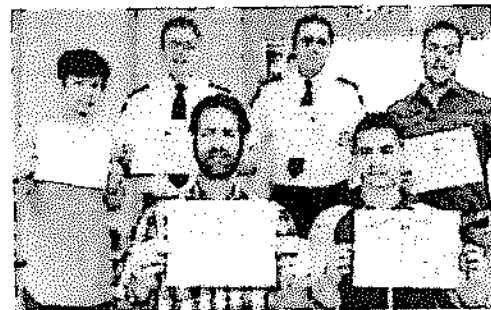
## Mandatory

Course/topic	Delivered by	Duration	No. staff trained
Annual Use of Force Requalification	The Control Institute Professional Vendor	24 hours	22
Basic Special Constable Training	The Control Institute Professional Vendor	22 hours	2
Basic Fare Inspector Training	The Control Institute Professional Vendor	2 weeks	3
Standard First Aid & CPR Requalification	Red Cross c/o YRT instructor	4 hours	22
Standard First Aid & CPR Initial	Red Cross c/o YRT instructor	6 hours	4

## Outreach and awareness

Course/topic	Delivered by	Duration	No. staff trained
Alzheimer's Awareness	Alzheimer Society of York Region	2 hours	12
Animal Protection	OSPCA	2 hours	12
Crisis Intervention with the Hostile & Aggressive Individual	Canadian Training Institute	12 hours	3
Diversity	YRP Diversity Equity and Inclusion Bureau	4 hours	5
Social Media in Law Enforcement	Hosted by Niagara Regional Police Service	3 days	3
Suicide Alertness	SafeTALK - Living Works	7 hours	23
The Engaged & Healthy Workforce Lecture	Blue Line	8 hours	1
Working with Autistic Children, Youth and Young Adults	Kennedy House Youth Services	7 hours	5
YRT/Viva Accessibility for Ontarians with Disabilities Act (AODA)	York Region Transit Mobility Plus	2 hours	14





### External and Canadian Police Knowledge Network (CPKN)

Course/topic	Delivered by	No. staff trained
Customer Service in Police Environment	CPKN	23
Fitness Appraiser Certification	Hosted by Toronto Police Service	2
Homelessness Awareness	CPKN	23
Joint Health & Safety Committee Certification P1	OSG	3
On Combat	Grossman Academy	1
Physical Systems Master Planning	ASIS International	1
Transit Supervisor Certification Course	Transportation Safety Institute	1
Youth at Risk	CPKN	23

# Reporting

In 2015, YRT/Viva Enforcement and Security investigated 3,169 occurrences. They are listed by category.

## Reporting trends (2012-2015)

Occurrence type	2012	2013	2014	2015
Assault	22	14	19	21
Assistance [assist passenger/medical]	115	133	***145	***154
Bomb threat	2	1	1	1
Breach of probation	0	0	0	0
Damage to property	72	67	116	120
Digital audio request	0	0	2	5
Disturbance	77	84	46	51
Drugs/drug paraphernalia	1	7	15	7
Fare dispute	11	15	18	21
Fire	5	2	4	4
Fraud	28	43	29	60
Indecent act	1	2	0	2
Information	12	7	16	6
Mischief	2	1	2	3
Missing person	2	7	2	5
Motor vehicle collision	36	9	17	11
No category	5	4	0	0
Obstruct peace officer	1	0	0	0
Other	1	5	10	9
Policy violation	5	1	2	1
Property	498	338	*478	*593
Robbery	0	0	1	0
Safety/security concern	49	42	62	49
Safety/security hazard	2	4	8	5
Seized video	1,300	1,660	2,395	1,955
Special detail/ request to investigate	11	30	**164	**58
Suspicious incident	10	3	9	15
Terrorist incident	0	0	0	0
Theft	2	3	4	5
Uttering threats	3	3	2	4
Vehicle concerns	2	1	0	2
Warrants - arrest	1	1	1	0
Weapons	1	5	4	2
<b>Totals</b>	<b>2,287</b>	<b>2,492</b>	<b>3,571</b>	<b>3,169</b>

\* Lost and found property processed by YRT/Viva Enforcement and Security received from the contractors.

\*\* Special detail includes follow up investigations to concerns reported by customers and staff. Increase due to enhanced reporting.

\*\*\* Increased reported occurrences due to staffing at terminals.



In 2015, seized video, lost and found property and assistance (assist passenger/medical) were the top three types of occurrences investigated by YRT/Viva Enforcement and Security.

### **Property**

In 2015, YRT/Viva Enforcement and Security processed 593 pieces of property into evidence lockup. Property that was secured as lost and found or was no longer required for court or investigative purposes was either returned to the lawful owner, or disposed of in accordance with the YRT/Viva Enforcement and Security policy for disposal of property.

All monies are turned over to the YRT/Viva Finance section while all items of value are donated to a local charity. Eyeglasses, cell phones and batteries are recycled. All other items are destroyed. Every item is itemized and a disposition record is maintained for audit purposes.

### **Complaints**

All public complaints relating to staff conduct, safety/security, fare evasion and warning/fine disputes are forwarded to YRT/Viva Enforcement and Security Shift Supervisors for review, assessment and investigation.

Complaints relating to Special Constable conduct are reviewed by the Manager of Enforcement and Security. If the allegations meet the requirements of the complaint criteria under 'Schedule E' of the Joint Services Agreement, they are forwarded to the York Regional Police Professional Standards Bureau for Investigation.

Adjudication and penalties are the responsibility of the Manager of Enforcement and Security. Complainants are advised of the findings of all investigations. All complaints are investigated in accordance with YRT/Viva Enforcement and Security procedures, and are within the parameters of the Joint Services Agreement and all Regional policies and procedures.

Investigation findings pertaining to Special Constable and Fare Media Inspector conduct complaints are defined and categorized as follows:

**Unsubstantiated**

- > No evidence exists to support the allegation; or
- > Evidence exists and if believed, would not constitute misconduct; or
- > The identification of the Special Constable or Fare Media Inspector involved cannot be established

**Substantiated**

- > Complaint found to be supported by statements or evidence

**Informal resolution**

- > May include an apology, an explanation by a management member and referral to education, training or various forms of mediation

Complaint investigations				
Complaints	by YRT/Viva	by YRP	Resolved	Outstanding
42	42	0	42	0

Complaints by position				
Position	Received	Unsubstantiated	Substantiated	Informal resolution
Special Constable	18	18	0	0
Fare Media Inspector	24	24	0	0

Use of Force (UOF) reporting		
Type of force used	Number of incidents	UOF report submitted
Expandable baton	1*	1
OC foam	1*	1

\* Equipment drawn but not deployed



# 2015 Enforcement Statistics



## Criminal Code of Canada

Section number and charge	2012	2013	2014	2015
Sec. 129 Obstruct Peace Officer	1	0	0	0
Sec. 139(2) Obstruct justice	0	0	0	0
Sec. 362(2)(b) False pretense under \$5,000	0	0	0	0
Sec. 366 Forgery	0	0	0	0
Sec. 368 Uttering forged document	0	1	0	0
Sec. 380 Fraud under \$5,000	0	1	0	0
Sec. 393 Fraud in relation to fares	28	38	29	60
<b>Total</b>	<b>29</b>	<b>40</b>	<b>29</b>	<b>60</b>

## Provincial offences – no arrest

Occurrence type	2012	2013	2014	2015
Liquor License Act	13	15	19	18
Trespass to Property Act	30	11	26	28
<b>Total</b>	<b>43</b>	<b>26</b>	<b>45</b>	<b>46</b>

## Provincial offences – arrest

Occurrence type	2012	2013	2014	2015
Liquor License Act	1	6	7	9
Mental Health Act	1	0	0	2
Trespass to Property Act	11	10	4	3
<b>Total</b>	<b>13</b>	<b>16</b>	<b>11</b>	<b>14</b>

### 2015 revenue protection statistics

Provincial offences		Fine revenue recovery	
Year	Number of tickets filed	Year	Amount
2012	2,416 <sup>1</sup>	2012	\$139,965
2013	4,099	2013	\$203,978
2014	5,288	2014	\$268,739
2015	5,907 <sup>2</sup>	2015	\$321,880 <sup>3</sup>

1 Decrease resulting from 56 days of free transit service following the 2011/2012 bus operator strike

2 Increased offences issued due to terminal staffing and enhanced deployment changes

3 Increased revenue collected through scheduling improvements and court process

### Annual system inspections and evasions

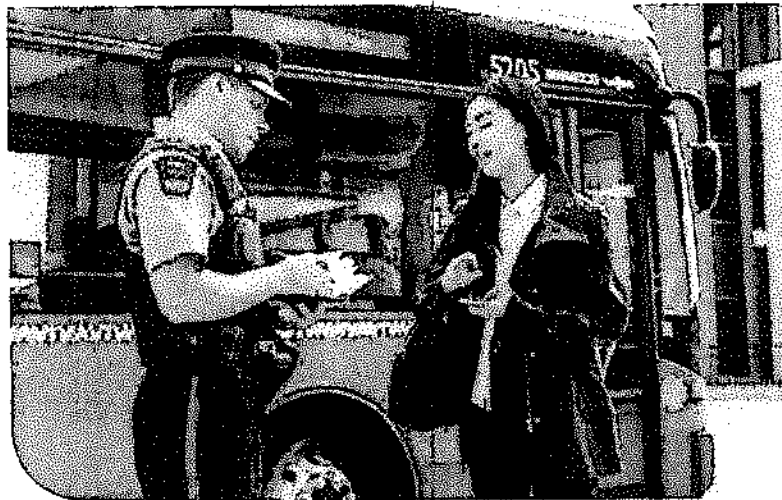
Year	Fares inspected	Evasions	Evasion rate %
2012	526,270*	3,853**	0.73
2013	465,151	7,473	1.61
2014	664,840	6,655	1.00
2015	498,203	7,338	1.47

\* Higher inspection totals due to the introduction of the Unclassified Inspections Program on conventional services.

\*\* Decrease of evasions resulting from 96-day bus operator strike and 56 days of free YRT/Viva services

### Fare box unclassified revenue by contractor

Contractor	Revenue	Unclassified revenue	Unclassified revenue %
Transdev	\$4,191,796.24	\$119,010.08	2.84
Miller Transit	\$2,244,739.00	\$54,682.17	2.44
Tok Transit	\$1,349,421.50	\$34,607.68	2.72



## 2015 Major Accomplishments

- Increased fare revenue recovery through the enforcement, auditing and monitoring of revenue data for conventional transit services
- Increased fine revenue by 20 per cent by refining the court process, strategic enforcement and staff scheduling
- Partnered with York Regional Police:
  - Diversity educational campaign
  - Community oriented response for proof-of-payment system activities
  - Safety and security initiatives
- Community outreach:
  - Further developed outreach programs with 360 Kids youth outreach services
  - Participated in presentations to local high schools
- Davis Drive rapidway launch:
  - Station staffing
  - Organized YRP Paid Duty Officers
  - Provided customer education
- 2015 Pan Am and Parapan Am Games:
  - Safety and security within the YRT/Viva system
  - Crowd control and passenger loading
  - Customer service









1-866-MOVE-YRT (668-3978) | TTY: 1-866-276-7478  
50 High Tech Road, 5<sup>th</sup> floor, Richmond Hill, ON L4B 4N7  
transitinfo@york.ca | yrt.ca



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**THE REGIONAL MUNICIPALITY OF YORK  
POLICE SERVICES BOARD**

**BY LAW NO. 05-16**

**A By Law to Confirm  
the Proceedings of the Board at its Meeting  
held on May 27, 2016**

The Regional Municipality of York Police Services Board HEREBY ENACTS as follows:

1. The action of the Board in respect of each motion, resolution and other action passed and taken by the Board at its meeting is hereby adopted, ratified and confirmed.
2. The Chairman of the Board, the Chief of Police and Deputy Chiefs of Police are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and, except where otherwise provided, the Chairman and Executive Director are hereby directed to execute all documents necessary in that behalf.

**ENACTED AND PASSED this 27<sup>th</sup> day of May, 2016**

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**Mafalda Avellino, Executive Director**

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**Mayor Frank Scarpitti, Chair**